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# Transitioning to a More Performance-Informed Organization

The Corporation has made significant progress during the 2004 fiscal year towards integrating planning, budgeting and performance. We have adopted the 'logic model' framework and methodology in order to more explicitly link resources to results. An integral part of this methodology is the incorporation of performance measures. In 2004, as part of our development of program logic models, the Corporation developed new, ambitious performance measures and targets. By incorporating these new measures, which are still being refined, we hope to enhance the capacity of the Corporation to manage its resources both effectively and efficiently, and sharpen our focus to achieve results.

During this year of transition, we have organized our FY 2006 Budget Estimate and Performance Plan around four new goals and 14 new strategies. As the Corporation looks forward, we have organized the performance measures cited in our 2004 Budget and Performance Plan according to these new goals and strategies. We have also included selected new performance measures developed in the past year to create a more robust performance section.

For our FY 2006 Performance Plan, we have made target-setting a priority, and will report on Corporation program performance in relation to performance targets (which are currently under development) starting in our FY 2006 Report.

Although our FY 2004 Performance Plan did not establish performance targets, we hope the following chapters provide a comprehensive picture of our programs' performance, and mark the progress we've made to date in better demonstrating results.

# **Organization of the Program Performance Section**

As with our FY 2006 Budget and Performance Plan, each chapter in the Program Performance section of the Corporation's 2004 Performance and Accountability Report is organized around these new goals and strategies. The first subsection focuses on the performance of our five core service programs: AmeriCorps\*State and National, AmeriCorps\*NCCC, AmeriCorps\*VISTA, Learn & Serve America, and the Senior Corps. Following a brief description of the program, each chapter provides a narrative analysis of the results achieved towards each of the Corporation goals and strategies. This is followed by a brief overview of the findings of

program evaluations completed during FY 2004. At the end of each chapter is a comprehensive listing of the program's GPRA performance measures as well as select new measures developed in FY 2004 (these measures are identified in footnotes). The second subsection discusses the results and performance of other Corporation activities outside our core programs.

# **Data Quality**

According to the criteria specified by OMB on performance data reliability and completeness, the Corporation considers the performance data in this report reliable but incomplete. The Corporation has in certain cases not reported on performance measures cited in the FY 2004 Performance Plan when other, similar measures were available or when the data were too costly to obtain. In each case, we have provided specific explanations at the end of each program chapter. The Corporation is still in the early stages of developing a complete and robust set of performance measures; however, we are continually improving our ability to demonstrate results.

## Limitations

While the Corporation has reasonable confidence that the data contained in this report accurately reflect the performance of the agency, there are several limitations to using the Corporation's data systems for performance reporting. The Corporation is a highly decentralized agency, and responsibility for collecting and reporting performance data often resides with outside sources at the state and local levels. Most of the data systems used by the Corporation derive their data from reports provided by these outside sources, including states, grantees, subgrantees, and members of national and community service programs. Although some of these reports are subject to corroboration through monitoring of local program performance by Corporation representatives, and the Corporation has a strategy for monitoring coverage that includes site visits, program evaluations, and audits, not all reports from outside sources are subject to external corroboration.

## Data Certification

The focus of the Corporation's data quality efforts has been on assessing the internal data system controls and their effect on the accuracy of the performance information. Although the Corporation does not independently verify or validate data received from outside sources, the data are managed appropriately and our procedures for analyzing and reporting performance statistics are replicable. In addition, to ensure the Corporation is reporting data accurately, program managers and data managers are required to certify that the procedures used to analyze and report data received from outside sources are appropriate and replicable. As part of this certification, program managers and data managers certify that they are able to provide the source or sources for the data, the names of the person or organization conducting any analysis needed to produce the result, copies of all tables and computer output showing final tabulations, forms used to collect the data, and a description of any steps taken to ensure that the data are reported accurately.

# OIG Audit Findings on Performance Indicators

A recent audit report by the Office of Inspector General made several recommendations regarding the Corporation's performance measurement systems. Overall, the auditors concluded that data were "reasonably accurate" based on their assessment of the database controls and their effect on the accuracy of the performance information. The audit did not test the controls over database input from sources outside of the Corporation. The assessment confirmed what was already understood within the Corporation: the quality of the data varies based on the degree of decentralization and the ability of programs to assess information reported by outside sources. While some Corporation programs rely on self-reported and unaudited data, the Corporation successfully initiated new performance measurement and benchmarking systems in Senior Corps, AmeriCorps, and Learn and Serve America to collect information and report annually on the performance of programs.

# **How the Corporation Evaluates its Programs**

Evaluation at the Corporation is the responsibility of the Department of Research and Policy Development (RPD). RPD's mission is to develop and cultivate knowledge that will enhance the mission of the Corporation and of national and community service programs. RPD is responsible for conducting high-quality, rigorous evaluations, research and policy analysis, and providing the Corporation's executive management, OMB, the Congress, the nonprofit sector and the public with performance information on national and community service. RPD is also responsible for new program development and special grant initiatives.

The Corporation's vision for evaluation is to:

■ Conduct high quality, rigorous social science evaluation

research designed to measure the impact of the Corporation's programs and shape policy decisions;

- Encourage a culture of performance and accountability in national and community service programs;
- Provide national information on volunteering, civic engagement, and volunteer management in nonprofit organizations;
- Assist in the development and assessment of new initiatives and innovative demonstration projects designed to shape future policy decisions.

The research and evaluation efforts of RPD are an important part of the Corporation's efforts to provide information on program performance and manage to accountability. These efforts also provide national level data on volunteering and volunteer management in America's nonprofit organizations.

Our evaluations and research efforts are designed to assess the following research questions:

- What are the impacts of national and community service programs on:
  - □ Members and service participants?
  - □ Nonprofit and community organizations?
  - □ Communities and service recipients?
- How can the Corporation's program designs be improved?
- How can the Corporation strengthen effective volunteer leveraging?
- What are the national patterns of volunteering and civic engagement?
- How can the Corporation use evaluations and research to manage to accountability?

# **Evaluation Highlights**

# Current Population Survey Supplement on Volunteerism

In partnership with the Census Bureau and the Bureau of Labor Statistics (BLS) at the U.S. Department of Labor, this effort resulted in national data on the "supply side" of the market for volunteerism: the supply of current and potential volunteers. The study includes information on the frequency and intensity of volunteering, the types of organizations where individuals volunteer, the volunteer activities performed, the ways individuals access volunteer opportunities, and the perceived barriers to volunteerism. For example, approximately 63.8 million people (28.8 percent) volunteered between September 2002 and September 2003, representing a significant increase over the 59.8 million volunteers (27.4 percent) for the previous year. The data also

indicate there is great potential to increase volunteering in America. Of the individuals who did not volunteer in 2003, 75 percent indicated one or more factors would motivate them to volunteer. For example, 6.3 million non-volunteering Americans indicated that having more information on available opportunities would motivate them to volunteer. Combined with basic CPS labor market and demographic data, RPD has created a powerful benchmark from which to track and measure our progress in expanding volunteerism and to provide national data on volunteering in America.

# Volunteer Management Capacity Survey

To complement this effort, RPD completed a Volunteer Management Capacity Survey to provide national data on the volunteer recruitment and management practices of organizations in the nonprofit sector, as well as valuable information on how Corporation programs can effectively mobilize volunteers. This effort measures the "demand side" of the market for volunteerism: the capacity of nonprofit and charitable organizations to recruit, manage and retain volunteers. Findings from the 2003 study indicated that more than nine in ten charities benefit from their volunteers in areas such as increased quality and scope of services, cost savings, and public support. At the same time, the study suggested that a lack of investment in volunteer management practices prevents many organizations from realizing the full benefits of their volunteers. The study also found charities screening and matching volunteers with organizational tasks, offering training and development opportunities for volunteers, using volunteers to recruit other volunteers, and providing recognition activities for volunteers demonstrate higher retention rates than charities that have not adopted these practices. Demonstrating the value of faith-based partnerships, charities that collaborate or partner with religious organizations reported a greater volume of volunteers and greater organizational benefits from volunteers.

# National Performance Measurement Benchmarking

In 2004, RPD completed the first phase of The National Performance Measurement Benchmarking, which provides annual data on the performance of the Corporation's programs at the national level. The majority of the outcome data for AmeriCorps, Senior Corps and Learn and Serve America in the Corporation's budget justification and performance and accountability report are a direct result of this research effort. For example, the findings suggest that 82 percent of former AmeriCorps members are actively volunteering in their communities, and 49 percent of organizations working with AmeriCorps leveraged additional community volunteers to increase their capacity and sustainability. The data also demonstrate that Senior Corps volunteers are less socially isolated and more connected to their friends (more than 83%) and their communities (more than 58%), and 75 percent of Learn and Serve America grantees have a majority of the characteristics of high-quality service-learning programs. In assisting organizations to improve their capacity to respond to disasters and emergency situations, Corporation programs helped 78 percent of AmeriCorps organizations receiving emergency and disaster preparedness training to become more prepared to respond by conducting emergency drills, preparing emergency kits, changing organization operations, and related disaster preparedness activities. As part of our efforts to improve the transparency of national performance reporting, RPD is also in the final stages of a project designed to disaggregate the Corporation's performance data for states and national grantees.

## Longitudinal Study of AmeriCorps Member Outcomes

RPD continued its efforts to report on the impact of AmeriCorps on members in the Longitudinal Study of AmeriCorps Member Outcomes, and results will be available in December 2004. This study is designed to assess the long-term attitudinal and behavioral impacts of participation in AmeriCorps on members' civic values and engagement, education, employment, life skills, and social attitudes and behaviors. The study includes a nationally representative sample of more than 2,000 AmeriCorps members from 109 AmeriCorps\*State and National programs and from three (of five) AmeriCorps\*NCCC regional campuses, and similar numbers in the matched comparison group. The study compares changes in the outcomes of members to individuals not in AmeriCorps, controlling for interest in national service, member and family demographics, and prior civic engagement.

### Parent Drug Corps Evaluation

RPD also initiated several new evaluations of national and community service programs. The Parent Drug Corps Evaluation will describe the implementation of the Parent Drug Corps program and use a random assignment evaluation design to evaluate its impact on prevention of and reduction in substance use among children aged 18 or younger.

# The Study of AmeriCorps\*VISTA's Impact on 40 years of **Volunteers**

The Study of AmeriCorps\*VISTA's Impact on 40 years of Volunteers will identify the long-term civic engagement, education, and employment outcomes of AmeriCorps\*VISTA volunteers serving between 1964 and 1990.

# Evaluation of AmeriCorps Tutoring Programs

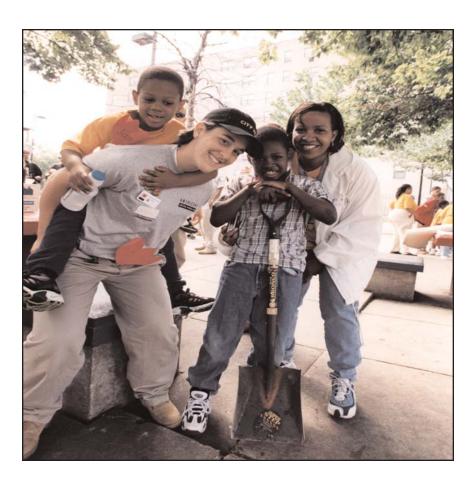
RPD initiated the pilot phase of the Evaluation of AmeriCorps Tutoring Programs, a random-assignment evaluation to assess the impact of AmeriCorps tutoring programs on youth and identify programmatic factors related to achievement.

See Appendix A: 2004 Evaluation Highlights for a full listing of FY 2004 activities of the Office of Research and Policy Development.

### **Use of Non-Federal Parties**

In producing the FY 2004 Performance and Accountability Report, the Corporation received consulting assistance from Management Systems International, and document production assistance from MacroSys Research and Technology, Inc.

<sup>&</sup>lt;sup>1</sup> KPMG LLP. May 18, 2001. Audit of Controls Over the Corporation for National and Community Service's Key Performance Indicators and Accomplishment Statistics. OIG Audit Report Number 01-28.



AmeriCorps\*State and National members mentoring children

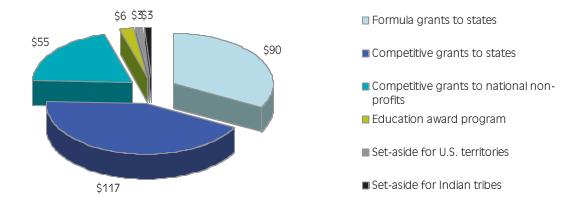


# AmeriCorps\*State and National

# **About the Program**

Created in 1993, the primary mission of the AmeriCorps\*State and National program is to provide financial support through grants to non-government and government entities sponsoring national service programs that meet critical community needs in education, public safety, health, and the environment. One-third of State and National grant funds are distributed by a populationbased formula to Governor-appointed state service commissions, which in turn make grants to local nonprofit organizations and public agencies. One percent of program funds are set aside for tribal entities; and one percent of program funds are set aside for U.S. territories. Roughly 25 percent of grant funds are awarded to national nonprofits operating national service projects in two or more states. The remaining approximately 40 percent of grant funds are awarded to state service commissions on a competitive basis to fund local nonprofit and public entities operating local community service projects.

State and National grants have been used to enable sponsoring organizations to manage and fund about 70,000 AmeriCorps members per year to provide intensive services in communities across the country. State and National AmeriCorps members serve through more than 900 nonprofit organizations, public agencies, and faith-based and other community organizations. Members tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, and help communities respond to disasters. In addition, these trained and dedicated people enable nonprofits to accomplish more by helping them to recruit, train, and make more effective use of community volunteers.



The premise of the State and National Program is that communities and community institutions, whether public agencies or private organizations, can best identify community needs and develop appropriate responses to those needs. The Corporation's support for community-based solutions serves to leverage additional financial and in-kind support, making local efforts more sustainable. Equally important, State and National support is designed to increase the involvement and contribution of community volunteers to solve community problems. The State and National program is an effective way to help communities strengthen their ability to respond to local concerns.

Interest in Americorps\*State and National continues to grow — both among younger Americans who want to serve and among communities and community organizations that recognize that the Program can be a valuable partner in the effort to meet critical local needs. In the 2004-05 program year, for example, AmeriCorps\*State and National has awarded grants for about 70,000 members to:

- Serve over 2 million children and youth in education-related programs and continue to advance the Nation's goal of ensuring that all children can read by the third grade; and
- Recruit and train more than 600,000 community volunteers, reflecting the Corporation's goal of increasing member leveraging.

# **Program Performance**

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs.

Since 1994, more than 400,000 Americans have served in programs supported by the State and National program. Over the years, AmeriCorps\*State and National members have served in every state and territory, in rural and urban communities, and in tribal communities. In 2004, AmeriCorps\*State and National members contributed more than 30 million hours of service to their communities, meeting educational, environmental, public safety, and other human needs.

As part of our National Performance Benchmarking efforts, we surveyed AmeriCorps grantee organizations to measure the impact of the AmeriCorps members to the projects with which

they served. 84 percent of these organizations responded that these projects were "very successful." 75 percent said that AmeriCorps assistance had increased "by a considerable amount" the number of end beneficiaries served. And 83 percent reported that AmeriCorps members helped their organization either "considerably" or "moderately" in leveraging additional volunteers.

Strategy 1.2 Improve program quality, reach, and sustainability. The State and National program's success depends largely on the performance of its grantees in creating and managing projects to meet community needs. The Corporation closely tracks the performance of grantees in such areas as recruiting and sustaining members through their terms of service.

Strategy 1.3 Diversify the national and community service infrastructure.

The State and National program is taking additional steps to diversify its funded partners, and specifically to increase the number of grants to under-represented types of organizations. The current thrust is to focus outreach on increasing the number of rural programs, programs sponsored by faith-based and other small community-based organizations, and programs carrying out homeland security activities. Beginning in FY 2005, the Corporation will set a baseline for these types of organizations and programs.

Goal 2: Improve the lives of national service participants Strategy 2.2 Expand educational and economic opportunities for members.

One important benefit of national service for members completing their terms of service is access to an education award that can be used toward current educational expenses or to pay off qualified higher education debt. Education award usage has increased since the creation of the AmeriCorps program from 68 percent to the current rate of 75 percent. This indicator reports on the percentage of members who use their award within the seven years allotted following the end of service. This improvement would therefore suggest some success in our efforts to strengthen outreach to former members to encourage them to use their benefits. The Corporation is strengthening its communication with members at the end of service to better inform them of education award parameters, and this should be reflected in continued improvement in this indicator in the years ahead.

As part of our National Performance Benchmarking effort, we recently asked former AmeriCorps members about their AmeriCorps service experience, including how their service helped in their current job, educational pursuits, or other community service activities. 63 percent stated that it helped "to a great extent" and another 30 percent said it helped "to a moderate extent." Only 6 percent responded "to a small extent" or "not at all." Former members were also very positive about their overall service experience, with 90 percent citing their service experience was either "excellent" (49 percent) or "good" (41 percent). 92 percent said they are "very likely" (34 percent) or "somewhat likely" (58 percent) to recommend AmeriCorps service to a friend or family member. 81 percent of former members said they have done volunteer work since completing their service.

# Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.4 Increase service programs and participants in faithbased and small community organization initiatives. Supporting faith-based and community-based programs continued to be a priority for AmeriCorps\*State and National in FY 2004. AmeriCorps\*State and National continues to reach out to and partner with faith-based and other community-based organizations to expand their opportunities to help address community needs. During FY 2004 over \$25 million was awarded to 47 faithbased organizations (community-based statistics are still being compiled). Members provide services to children and youth, build houses, and support health care needs through faith-based and community-based organizations.

# **Evaluation Findings and Plan**

# Longitudinal Study of AmeriCorps Member Serving Country and Community:

This study is designed to assess the long-term attitudinal and behavioral impacts of participation in AmeriCorps on members' civic values and engagement, education, employment, life skills,

## AmeriCorps: Changing a Life for the Better

Xavier Vasquez serves with the Safe Neighborhood AmeriCorps Program in Bridgeport, Conn. When he was 13 he was charged with robbery and assault but now, a high school senior, he just received the first-ever Bellinger Youth Award from the Regional Youth Alcohol and Substance Abuse Program, honoring a young person who has overcome obstacles in life and made a commitment to community service. After a year serving with an after-school program for a performing arts group, Vasquez is in his second year of AmeriCorps, at the Bridgeport Area Youth Ministry helping youth with computers. He plans to use his education award to study electrical engineering in college. Source: National Service News

and social attitudes and behaviors. The study includes a nationally representative sample of 2,233 AmeriCorps members from 109 AmeriCorps\*State and National programs and from three (of five) AmeriCorps\*NCCC regional campuses enrolling in the 1999-2000 program year, and similar numbers in the comparison group. The study compares changes in the outcomes of members to individuals not in AmeriCorps, controlling for interest in national service, member and family demographics, and prior civic engagement. Results will be available in December of 2004.

# National Performance Benchmarking Initiative:

AmeriCorps\*State and National is currently collecting survey data from grantees, members completing their service, and end beneficiaries of AmeriCorps programs. Among other things, these surveys regularly measure:

- Grantee satisfaction with the effectiveness of their AmeriCorps members in meeting specific community needs;
- Effectiveness of programs in terms of the experiential, educational, and workplace benefits for the members themselves;
- Impact of AmeriCorps on individuals, families and communities.

## AmeriCorps\*State and National Key Performance Measures

	Actuals				Goal			
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004			
Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other needs								
Number of members enrolled annually. Source: State and National Program data <sup>1</sup>	59,377	48,146	35,844	56,824				
Average percent of expected service time completed by members. <i>Source: National Service Trust</i> <sup>2</sup>	90.9%	N/A	N/A	Data will be available in 2005 Report				
Percentage of members completing their term of service. <i>Source: National Service Trust</i> <sup>3</sup>	75.7%	80.1%	78.7%	91%				
Number of members serving in organizations focusing on children and youth. <i>Source: State and National Program data</i> <sup>4</sup>	N/A	N/A	N/A	22,650				
Percentage of service recipients reporting that they received high quality services.	N/A	N/A	N/A	Data will be available in 2005 Report				
Number of member service years.*5	N/A	N/A	N/A	Data will be available in 2005 Report				
Strategy 1.2: Improve program quality, reach, and s	ustainabi	lity						
Percentage of state commissions reviewed that met all critical performance elements within 6 months of review. <sup>6</sup>	N/A	N/A	N/A	Data will be available in 2005 Report				
Number of volunteers resulting from State and National Program activity. Source: State and National Program data	N/A	256,170	529,389	Data will be available in 2005 Report				
Percentage of programs meeting established end-out-come performance measures.	N/A	N/A	N/A	Data will be available in 2005 Report				
Number of grants approved and funded. Source: eGrants*	145	145	127	134				
Average cost sharing rate of grantees. Source: eGrants*	44%	42%	44%	44%				
Strategy 2.2: Expand educational, economic and ot	her oppo	rtunities for	service par	ticipants				
Education award usage. <i>Source: National Service Trust</i> 7	68%	72%	75%	75%				
Percentage of members increasing their level of civic engagement because of State and National Program. 8	N/A	N/A	N/A	Data will be available in 2005 Report				
Percentage of members indicating that their service experience influenced ("greatly" or "moderately") their career, education, or professional goals. Source: Corporation National Performance Benchmarking.9	N/A	N/A	N/A	93%				
Strategy 3.4: Increase service programs and particip organizations	ants in fa	aith-based a	nd other co	ommunity-b	ased			
Number of members serving in faith-based organizations. <i>Source: eGrants</i>	N/A	N/A	N/A	Data will be available in 2005 Report				
Number of members serving in small community-based organizations. <i>Source: eGrants</i> <sup>10</sup>	N/A	N/A	N/A	Data will be available in 2005 Report				

- <sup>4</sup> This is the total number of Americorps member slots in grants awarded in FY 2004 to organizations that identified working with youth and children as one of their focus areas.
- $^{\rm 5}$  A method for calculating this figure is being developed so that these data can be reported beginning in FY 2005.
- <sup>6</sup> This is a new indicator since the review process has changed from reviewing all commissions each year to conducting a more in-depth review of approximately one-third each year. Given the allowance of 6 months to come into compliance, reporting on this indicator cannot begin until FY 05.
- <sup>7</sup> The current year usage rate compares the amount of the education awards members earned seven years earlier with the amount of those awards used in the subsequent seven-year period (a member has up to seven years to claim the award). For example, the 2004 rate compares the amount of the education awards members earned in 1997 to the amount of those awards members used in the seven-year period from 1997-2004. The measure is most meaningfully viewed as an indicator which informs a longterm strategy towards maximizing the effectiveness of the education award.
- <sup>8</sup> The Corporation has gathered preliminary data from members after their service was completed. At this stage it is unclear if these data can provide reliable information on the longer term impact of service on the member.
- <sup>9</sup> This is the baseline for this indicator.

# Performance Indicators That Are Being Discontinued

#### State and National—Discontinued Performance Measures and Explanations

#### Performance Measure

Number of state commission meeting all of the state administrative standards criteria.

Number of state commissions meeting state administrative standards criteria for utilizing appropriate financial and program management systems

Number of national direct grantees meeting standards for utilizing appropriate financial and program management systems.

#### Explanation

This performance indicator is being dropped since the Corporation has changed its protocol for reviewing the performance of state commissions. It has been replaced by a new indicator.

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These are new indicators. Other indicators are from the FY 04 budget and Performance Plan.

<sup>&</sup>lt;sup>1</sup> This is an estimate based on the historic fill rate of about 85 percent for AmeriCorps\*State and National slots authorized in a fiscal year. Data for FY 2003 is actual enrollees to date; some programs are still enrolling members for FY 2003 slots, so this number is still increasing.

<sup>&</sup>lt;sup>2</sup> This is calculated as the actual service time of those who exited the program during the fiscal year divided by the planned service time of this group. For most members the planned service time is 1,700 hours.

<sup>&</sup>lt;sup>3</sup> For members who complete service during a program year, divide the number of members who met requirements for an education award by the total number who ended service. If the average is 70%, approximately seven of every ten members who left the program during the year earned an education award. For FY 2004, these data are incomplete and the percentage can be expected to fall as members get further into their terms of service.

<sup>11</sup> The Corporation is developing a definition of "small community organization" to be used across all programs and will be able to begin reporting these data in FY 05.



AmeriCorps\*NCCC and Montana Conservation Corps members posing with a Lake Wales, Florida Family whose home sustained damage from a recent hurricane.

AmeriCorps members installed the tarp on the roof to prevent further rain damage until contractors could conduct permanent repairs.



# AmeriCorps\*NCCC

# **About the Program**

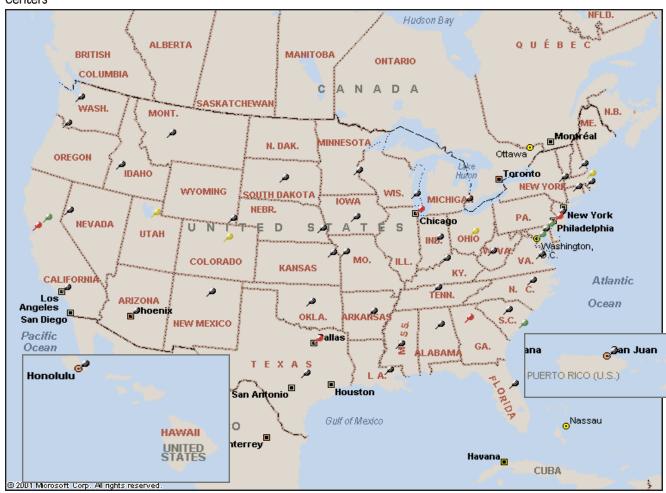
AmeriCorps\*National Civilian Community Corps (NCCC) is a full-time, team-based residential program for men and women ages 18–24. Drawn from the successful models of the Civilian Conservation Corps of the 1930s and the U.S. military, the NCCC is built on the belief that civic responsibility is an inherent duty of all citizens, and that national service programs work effectively with local communities to address pressing needs.

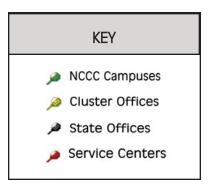
The mission of the NCCC is to strengthen communities and develop leaders through direct team-based national and community service. In partnership with nonprofit organizations, state and local agencies, and community and faith-based groups, members complete service projects in all 50 states and some U.S. territories. Members receive a \$4,000 annual living allowance, plus room and board. At the successful completion of their service, members receive an education award of \$4,725.

The NCCC offers young Americans an opportunity to give back to their communities, develop a work ethic and citizenship skills, learn to live cooperatively with people from different backgrounds, and make lasting changes in communities. Organized into teams, members serve in local communities on projects that are proposed by nonprofit and local government organizations. All members are trained in CPR, first aid, and mass care, and can be deployed immediately to support disaster relief efforts in cooperation with the American Red Cross and FEMA.

NCCC members live and train at five regional campuses. Three of the campuses occupy closed military bases in Charleston, South Carolina; Denver, Colorado; and Sacramento, California. Of the two other campuses, one is based at a medical facility for veterans in Perry Point, Maryland and the other at a municipal facility in Washington, D.C.

NCCC Campuses and Corporation Cluster Offices, State Offices, and Service Centers





# **Program Performance**

During this past year the Corporation has undertaken a comprehensive review of how it measures success for the NCCC program. NCCC is unique among Corporation programs in that the recruitment of members, planning of activities ("projects"), and day-to-day management of the program and the campuses on which the members reside is handled directly by Corporation staff. It is also the Corporation's most flexible program, as it is designed to respond to direct requests for support from partner organizations. NCCC specializes in responding to urgent needs as a result of natural disasters and critical, often very short term, assistance to communities.

Success of the program is essentially measured along four lines:

- Impact on the capacity of the partner organization with whom a project has been undertaken.
- Impact on the AmeriCorps member in terms of increasing his or her educational and employment prospects.
- Prompt response and effective adaptation to national priorities (e.g. homeland security).
- Efficient use of member service through cost effective planning and management.

# Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

In FY 2004, NCCC was instrumental in enabling a range of organizations to address unmet needs in local communities and provide effective services to project clients. In FY 2004, NCCC engaged 1,187 members on 591 projects in all 50 states. Nearly 90 percent of program participants completed the program, investing 1.8 million service hours. Members served with about 16,000 volunteers, or about 15 volunteers per member. In NCCC, projects are identified under one of five issue areas. The distribution of NCCC projects by type within each of the regions is shown below:

Distribution of NCCC Projects by Region and Type

Regions	Issue Areas						
	Disaster Relief	Education	Environment	Unmet Human Needs	Public Safety	Total	
Western Region	2	25	40	64	5	136	
Central Region	7	21	40	61	0	129	
Northeast Region	17	7	21	50	0	95	
Southeast Region	0	31	56	63	1	151	
Capital Region	4	11	29	35	1	80	
Total	30	95	186	273	7	591	

In FY 2004, NCCC was particularly active in disaster relief, especially in the Southeast where a historic number of storms hit. Altogether, teams served on 36 projects that addressed homeland security needs. Examples of disaster relief and homeland security activities included the following:

- Conducted initial attack on small wildfires in northern California alongside Forest Service members;
- Assisted southern Californians who were evacuated due to wildfires, and provided mass care and family support services;
- Staffed American Red Cross call centers to respond to citizens' requests for assistance when hurricanes touched down along the East Coast;
- Helped conduct a disaster relief simulation of a plane crash to test local response capabilities in Colorado;
- Assisted families in Kentucky and West Virginia displaced by flooding, and helped them to recover valuables and remove debris from their homes; and
- Provided recovery support to communities in Maryland impacted by Hurricane Isabelle, in cooperation with county government and the Maryland Interfaith Recovery Team.

Although disaster relief and homeland security are organizational priorities, NCCC members continue to provide a variety of services to local communities in partnership with community-based and other organizations and institutions. Accomplishments in

# AmeriCorps: Building Homes with Habitat for Humanity

Habitat for Humantiy engages 600 AmeriCorps members each year in helping people in need of shelter build or renovate simple, decent, affordable houses. AmeriCorps members serve full-time for an 11-month term, completing at least 1,700 service hours. They carry out a range of tasks, from directly constructing and rebuilding homes and providing crew leadership to recruiting and supervising volunteers. Since 1994, AmeriCorps members have served 1.5 million hours and have worked alongside 300,000 Habitat volunteers to build more than 2,500 houses that otherwise would not have been built. Habitat's founder Millard Fuller said, "The continuity, leadership, and knowledge that AmeriCorps members provide allow us to increase both the number of volunteers we are able to mobilize effectively and the overall productivity of our efforts.

#### FY 2004 included:

- Tutored or mentored 25,000 children and youth;
- Constructed or repaired over 500 homes for low-income families:
- Built or restored more than 550 miles of trail in national parks;
- Supported 73 summer camps to improve the infrastructure and increase the capacity to engage more youths; and
- Assisted nearly 1,000 senior citizens and veterans.

The team-based program model results in a high volume rapidresponse service that is extremely cost-effective. For example, following the hurricanes this past year in the southeast, 545 NCCC members were deployed at the request of FEMA and the American Red Cross to assist citizens. A group of 85 members worked with the Christian Contractors Association to make temporary repairs to over 1,500 homes. This included installing temporary roof tarps that enabled families to return to their homes. Based on prevailing market rates this effort was valued at \$5 million, roughly 20 percent of the total NCCC budget. Put another way, NCCC program costs for these members during the disaster deployment were less than one percent of the value of the services that they provided.

# Goal 2: Improve the lives of national service participants Strategy 2.1 Increase the diversity of participants within and among service programs

In FY 2004 the NCCC restructured the national office and created a new position—recruitment coordinator—to provide increased emphasis on recruitment efforts overall, including special attention to applicant diversity. Working in collaboration with youth- serving organizations and higher education institutions, the NCCC expects to see, beginning in FY 2006, incremental increases in the number of applications overall, and especially from members of non-traditional populations.

# Strategy 2.2 Expand educational and economic opportunities for service participants

NCCC members have up to seven years to use their educational award to pay for further education or to pay off school loans. Our data for the 1997 entry class, whose awards expired this year, show that 84 percent of the funds set aside were used by the former members. Although a slight decline from the previous year, education award usage is still impressive. NCCC continues to enhance the end of service career and educational development support that is integral to the program structure.

Strategy 2.3 Encourage lifelong civic engagement

The Corporation surveys are now in progress to analyze the current civic involvement of those whose service in NCCC ended half a decade ago. The results of this survey will inform program planning strategies and focus on continuous improvement. It will also help, more broadly, in the design of other Corporation programs for which lifelong civic engagement should be an important by-product of service.

# Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.2 Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions.

This is a general objective of the NCCC program overall, but one for which the Corporation has no specific measures because of the very modest size of the program. We do believe that organizations that sponsor NCCC projects develop skills and insights into how to better position their organizations to be more responsive to their constituents and clients. For example, in FY 2004 fully 50 percent of project sponsors reported that NCCC teams helped the organization to build or increase involvement in coalitions and partnerships.

Strategy 3.4 Increase service programs and participants in faithbased and small community-based organizations.

In FY 2004, NCCC undertook a total of 123 projects with faith-based organizations. This represented 21 percent of all NCCC projects. With an average team of 12 members serving for six weeks per project, this amounted to an investment of more than 350,000 service hours in faith-based organizations. Project sponsors included Efforts of Grace, Inc. in Louisiana, where members restored facilities and led a conflict resolution curriculum for students, and the Salvation Army in Tennessee, where members helped to operate the store and to collect and sort donated goods. In addition, NCCC's partnerships with Habitat for Humanity affiliates and other agencies that help low-income families become homeowners resulted in construction of many new homes.

# **Evaluation Findings and Plan**

Longitudinal Study of AmeriCorps Members Serving Country and Community:

This study is designed to assess the long-term attitudinal and behavioral impacts of participation in AmeriCorps on members' civic values and engagement, education, employment, life skills, and social attitudes and behaviors. The study includes a nationally representative sample of 2,233 AmeriCorps members from 109 AmeriCorps\*State and National programs and from three of five AmeriCorps\*NCCC regional campuses enrolled in the 1999-2000 program year, and similar numbers in the comparison group. The study compares changes in the outcomes of members to individuals not in AmeriCorps, controlling for interest in national service, member and family demographics, and prior civic engagement. Results will be available in December of 2004.

#### End of Service Studies

As in seven of the 10 years that NCCC has been in existence the members were surveyed at the end of the service year to capture data about their service experience.

## National Performance Benchmarking

Effective in FY 2004, the Corporation implemented a national performance benchmarking effort to collect data from Corporation AmeriCorps programs (NCCC, State and National, and VISTA). In FY 2005 the Corporation plans to expand the aspect of the benchmarking effort that targets current NCCC members and to continue the sample survey of community organizations sponsoring NCCC projects. As in FY 2004, the project sponsor survey will capture information about the effectiveness and efficiency of the NCCC team that served with the community organization. Data from both of these surveys will contribute substantially to NCCC's ability to better serve communities and evaluate team performance.

AmeriCorps*NCCC Key Program Performance Measures	Actuals				Goal			
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004			
Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs								
Number of members enrolled annually.  Source: National Trust Database	1,182	1,276	1,276	1,187	N/A			
Average percent of expected service time complted. Source: National Trust Database	98.9%	98.0%	99.9%	Data will be available in 2005 Report	N/A			
Percentage of members completing their terms of service. 1 Source: National Trust Database	88%	88%	90%	92%	N/A			
Percentage of projects supporting homeland security. 2  Source: AmeriCorps*NCCC	N/A	N/A	10%	6%	N/A			
Percentatge of projects focusing on children and youth. Source: AmeriCorps*NCCC	N/A	N/A	35%	45%	N/A			
Number of members supporting disaster relief operations. Source: AmeriCorps*NCCC; National Survey of AmeriCorps members	592	838	475	545	N/A			
Percentage of organizations reporting that projects were "very successful." Source AmeriCorps*NCCC*3	N/A	N/A	N/A	88%**	N/A			
Percentage of organizations reporting that they would highly recommend NCCC teams to other organiza-	N/A	N/A	N/A	88%**	N/A			
tions.* Source: AmeriCorps*NCCC* Strategy 2.2: Expand educational, economic, and of	ther oppo	rtunities fo	r service pa	rticipants				
Education award usage. Source: AmeriCorps*NCCC <sup>2</sup>	68%	85%	89%	84%	N/A			
Percentage of members indicating that their service experience impacted their career, educational, or professional goals. Source: National Performance Benchmarking Survey	N/A	N/A	N/A	83%**	N/A			
Strategy 2.3: Encourage lifelong civic engagement								
Percentage of members increasing their level of civic engagement because of NCCC service. Source: AmeriCorps Longitudinal Study	N/A	N/A	N/A	N/A	N/A			
Percentage of members saying at the end of service that their experience was excellent or good. Source:  AmeriCorps*NCCC*	N/A	N/A	N/A	95%**	N/A			
Strategy 3.2: Strengthen the spirit of community, a oration among individuals and institutions	s demons	trated by g	reater inter	action and c	collab-			
Number of projects sponsored by small community	113	219	250	216	N/A			
organizations <sup>3</sup>	, , ,	2.0	_55	2.0	. */ / 1			
Number of volunteers resulting from NCCC activities.  Source: AmeriCorps*NCCC4	15,000	15,000	30,000	16,000	N/A			
Percentage of organizations reporting that the service of members helped ("considerably" or "moderately") the organization build or increase its involvement in coalitions or partnerships with other organizations.*	N/A	N/A	N/A	50%**	N/A			
Strategy 3.4: Increase service programs and particip organizations	ants in fa	ith-based a	nd other co	mmunity-ba	ased			
Number of projects sponsored by faith-based organizations	N/A	107	160	123	N/A			

- <sup>2</sup> The current year usage rate compares the amount of the education awards members earned seven years earlier with the amount of those awards used in the subsequent seven-year period (a member has up to seven years to claim the award). For example, the 2004 rate compares the amount of the education awards members earned in 1997 to the amount of those awards members used in the seven-year period from 1997-2004. The measure is most meaningfully viewed as an indicator which informs a longterm strategy towards maximizing the effectiveness of the education award.
- <sup>3</sup> The Corporation is developing a definition of "small community organization" to be used across all programs and will be able to begin reporting these data in FY 05. The data reported for FY 04 refers to the number of projects sponsored by "local non-profits" (every project sponsor is now classified in one of five categories, the other four of which are national non-profit, native American, government, and educational).
- <sup>4</sup> This is an estimate based on member counts of community volunteers participating in service activities. The numbers may vary substantially year to year based on the number of short-term "mass volunteer" projects that NCCC undertakes.

# Performance Indicators That Are Being Discontinued

#### NCCC—Discontinued Performance Measure and Explanation

Performance Measure	Explanation
Percentage of NCCC sponsors indicatir that NCCC members made a significan contribution to achieving the project's objectives	t Corporation selected a more effective indicator for its new

<sup>\*</sup> These indicators are in addition to those presented with the FY 04 budget submission, and are intended to present a broader picture of overall program performance.

<sup>\*\*</sup> This figure for FY 04 is the baseline.

<sup>&</sup>lt;sup>1</sup> Homeland security includes projects that support prevention of, preparedness for, and mitigation and response to natural disasters including terrorist acts. Included in this definition are response to tornados, floods, and hurricanes; support for blood banks and food banks; disaster simulations; and firefighting.



AmeriCorps member talking with a homeless man on a public street



# AmeriCorps\*VISTA

# About the Program

Authorized in 1964, AmeriCorps\*VISTA (Volunteers in Service to America) provides full-time volunteers to nonprofit community and faith-based organizations and public agencies to create and expand programs that ultimately bring low-income individuals and communities out of poverty. Each year, nearly 6,000 AmeriCorps\*VISTA members leverage human, financial, and material resources to increase the capacity of thousands of lowincome communities across the country to solve their own problems.

AmeriCorps\*VISTA sponsoring organizations absorb most of the costs related to project supervision and logistical support. AmeriCorps\*VISTA provides benefits for members and their sponsoring organizations with limited federal intrusion. The concept of self-reliance is fundamental to the AmeriCorps\*VISTA program because sponsoring organizations must plan for the eventual phasing out of AmeriCorps\*VISTA members and absorption of functions by the organization or community.

AmeriCorps\*VISTA embraces the following objectives:

- Anti-Poverty Focus— Any private nonprofit organization or public agency with a program idea that is poverty-related in scope can apply for an AmeriCorps\*VISTA project. The project's goal should address helping individuals and communities out of poverty rather than focusing on making poverty more tolerable.
- **Community Empowerment** Organizations must ensure that each project engages residents of the low-income community in planning, developing, and implementing the project to ensure that it is responsive and relevant to low-income residents' ownership and self-help initiatives tapping inherent community strengths.
- Capacity-Building— AmeriCorps\*VISTA achieves its mission by assigning members to organizations in order to expand the ability of those organizations to fight poverty. Through activities such as fundraising, volunteer recruitment and management, outreach, and collaborative development, AmeriCorps\*VISTA members mobilize community resources and increase the capacity of organizations to better address the needs of the communities in which they serve.
- Sustainable Solutions— AmeriCorps\*VISTA members are people power to help organizations address a new program area related to their mission. However, it is crucial to the concept of

local self-reliance that organizations plan for the eventual phase out of AmeriCorps\*VISTA members and the absorption of their functions by other facets of the organization or community.

# **Program Performance**

The AmeriCorps\*VISTA program supports the Corporation's goals of meeting human needs and strengthening the infrastructure, capacity, and social capital of communities across America. AmeriCorps\*VISTA's strategies for reaching these goals, along with a description of the program's FY 2004 performance, are presented below.

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

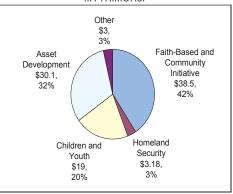
For decades, AmeriCorps\*VISTA has developed systems and structures within non-profit organizations to effectively engage volunteers in long-term, meaningful service. AmeriCorps\*VISTA supported 6,957 members in 1,421 anti-poverty projects in FY 2004. Those members served a total of 5,694 Volunteer Service Years (VSYs) totaling 11.8 million service hours. In FY 2004, 92 percent of former AmeriCorps\*VISTA mem-

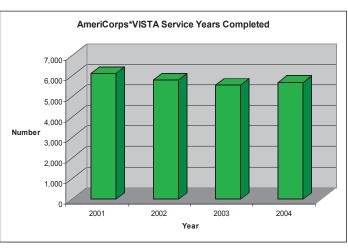
percent of former AmeriCorps\*VISTA members reported that, to a great or moderate extent, the skills they learned during their service helped them in their current job, educational pursuits, or community service activities.

According to the Federal Reserve Board, an estimated 10 million U.S. households have no savings or checking accounts.<sup>2</sup> Programs that focus on wealth creation can help low-income families save money and build equity in physical assets, such as a home. In FY 2004, AmeriCorps\*VISTA supported 578 financial asset development projects, with 2,536 members serving in areas such as home ownership, individual development accounts, microenterprise development, technology access, and job training.

VISTA helps children and youth in areas such as school preparedness, child health services, and youth leadership development. In FY 2004, AmeriCorps\*VISTA supported 1,588 members working in 374 projects to address the needs of children and youth. In addition, AmeriCorps\*VISTA contributed to America's Homeland Security efforts with 289 members serving in areas such as disaster preparedness and relief.

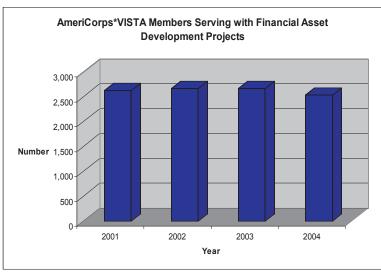
# FY 2004 Funding Allocation (in millions)





# VISTA Volunteers' Contribution

In 2003 and 2004, 70 AmeriCorps\*VISTA members assigned to the International Rescue Committee (IRC) recruited 2,590 community volunteers, who donated 42,758 hours of service. The AmeriCorps\*VISTA members developed a program to offer extensive business training, with a goal of moving clients toward successful lending and creation of new businesses. In addition, they further enhanced the capacity of the organizations by raising \$889,372 in donated goods and services, and \$640,837 in additional grants and funding. Source: AmeriCorps\*VISTA Project **Progress Reports** 



Even after completing their AmeriCorps\*VISTA service, those that have served as AmeriCorps\*VISTA members continue to make contributions to their communities. In FY 2004, 88 percent of former members said they had performed volunteer work since completing their service. This figure is well above the national average for volunteering of 28.8 percent, suggesting that AmeriCorps\*VISTA service has a positive influence on volunteering.<sup>3</sup>

After successfully completing a term of service, AmeriCorps\*VISTA members have the option of receiving an education award or an end of service stipend. The education award can be used to defray education costs at qualified institutions of higher education or training, or to repay qualified student loans. A member has up to seven years after his or her term of service has ended to claim the award. The FY 2004 usage rate for these awards for AmeriCorps\*VISTA was 80 percent, demonstrating that a majority of former members take advantage of the educational benefit that AmeriCorps\*VISTA service provides.4

Strategy 1.2 Improve program quality, reach, and sustainability The Corporation provides training and technical assistance and monitors projects to strengthen the capacity of AmeriCorps\*VISTA sponsors to achieve the goals of their AmeriCorps\*VISTA projects. Through capacity-building efforts such as fundraising, volunteer management, and training, AmeriCorps\*VISTA members contribute to their sponsoring organization's ability to positively impact low-income individuals, families, and communities. In FY 2004, 28 percent of AmeriCorps\*VISTA-sponsored projects shared the costs of supporting AmeriCorps\*VISTA members.

Also in FY 2004, AmeriCorps\*VISTA project sponsors indicated that members played a large part in helping them achieve their goals. For example, 65 percent of organizations that received AmeriCorps\*VISTA resources considered the projects on which members served over the past twelve months to have been very successful. In addition, 67 percent of these organizations stated that the assistance provided to them increased the number of people they were able to serve by a considerable amount.

AmeriCorps\*VISTA's objective is to strengthen the capacity and sustainability of project sponsors so that they are better able to

address community needs. Sixty percent of organizations served believed that AmeriCorps\*VISTA members considerably or moderately helped bring in additional funds, and 72 percent thought that AmeriCorps\*VISTA members considerably or moderately helped them bring in donations of goods and services.

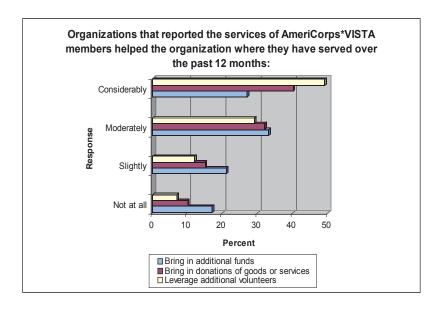
Strategy 3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively

AmeriCorps\*VISTA supports community efforts to grow volunteerism

by helping AmeriCorps\*VISTA sponsors develop effective volunteer programs and develop and establish systems to track volunteer programs and contributions of community volunteers. Of the organizations that were served by AmeriCorps\*VISTA members in FY 2004, 78 percent reported that AmeriCorps\*VISTA members either considerably or moderately helped them leverage additional volunteers.

Strategy 3.4 Increase service programs and participants in faithbased and other community-based organizations VISTA supported 690 distinct projects with faith-based organizations in underserved communities with 915 members. In total, AmeriCorps\*VISTA provided more than \$38.5 million in FY 2004 to support faith-based and other community-based organizations.<sup>5</sup>

A key initiative of the faith-based and community initiative is mentoring children of prisoners. In FY 2004, over 4,000 children of prisoners were mentored as a result of AmeriCorps\*VISTA's capacity building and volunteer generation activities in 107 projects.6



## **VISTA Volunteers Helping** Children of Prisoners

In FY 2004, 54 AmeriCorps\*VISTA members working with Amachi, a faith-based partnership established in Pennsylvania, were placed in 16 Big Brothers/Big Sisters agencies and four other community and faith-based agencies in 17 states across the country. Collectively they recruited 972 new volunteers from local congregations to serve as mentors for children of incarcerated parents. Over the course of the year 11,664 hours of mentoring were provided to approximately 900 children. (AmeriCorps\*VISTA Project Progress Report).

## **Evaluation Findings and Plan**

Study of AmeriCorps\*VISTA's Impact on 40 years of Volunteers

The Corporation initiated this evaluation to identify the long-

term civic engagement, education, and employment outcomes of AmeriCorps\*VISTA volunteers serving between 1964 and 1990. The study will assess how, and to what extent, AmeriCorps\*VISTA service affected participants' civic attitudes, life decisions, goals, values, and enduring habits of civic engagement. It will compare AmeriCorps\*VISTA volunteers to a demographically similar group to see whether they are more civically engaged; whether their attitudes toward service and volunteerism have changed over time; whether they pursued different types of careers; and whether their experience had an intergenerational effect by helping to shape the values and service habits of their children, among other issues.

## AmeriCorps\*VISTA Accomplishments Study

To better enable AmeriCorps\*VISTA to report on program accomplishments, the Corporation is seeking a contractor to design and carry out a study assessing the community impacts of the federal AmeriCorps\*VISTA program. The study will assess program accomplishments above and beyond what is currently captured in Project Progress Reports, including an assessment of how AmeriCorps\*VISTA is fulfilling its legislative mandate to alleviate poverty and poverty-related problems, to generate private sector resources, to encourage volunteer service, and to strengthen the capacity of local agencies and organizations to carry out this anti-poverty program.

Evaluation of Entrepreneur Corps and Faith-Based and Community Initiatives

In 2004 and 2005, AmeriCorps\*VISTA is evaluating projects within its portfolios of Entrepreneur Corps and Faith-Based and Community initiatives. The studies will assess how and to what extent AmeriCorps\*VISTA resources have increased the capacity of organizations to provide services specific to their intended goals and outcomes. In addition, studies will evaluate project processes and identify common performance indicators within each portfolio to help AmeriCorps\*VISTA's aggregate projects' collective impact within a given strategic priority.

<sup>&</sup>lt;sup>1</sup> A volunteer service year (VSY) approximately equals one full year of service (365 days). Dividing the number of days a member serves during a fiscal year by 365 produces the VSY production. Both appropriated and non-appropriated service year production is included in this indicator. While AmeriCorps\*VISTA service is 24 hours a day, seven days a week, we equate one VSY to 2080 service hours for this purpose.

<sup>&</sup>lt;sup>2</sup> Survey of Consumer Finances, Federal Reserve Board, 2001.

<sup>&</sup>lt;sup>3</sup> "Volunteering in the United States, 2003," Current Population Survey, U.S. Department of Labor.

<sup>&</sup>lt;sup>4</sup> The 2004 rate compares the amount of the education awards members earned in 1997 to the amount of those awards members used in the seven-year period from 1997-2004 (a member has up to seven years to claim the award).

<sup>&</sup>lt;sup>5</sup> Data is accurate as of 5/27/2004. End of year totals are not yet available.

<sup>&</sup>lt;sup>6</sup> Data is accurate as of 5/27/2004. End of year totals are not yet available.

AmeriCorps*VISTA Ke	AmeriCorps*VISTA Key Program Performance Measures  Actuals				Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 1.1: Leverage service to address the nation land security, and other human needs	n's educat	tion, public	safety, envi	ronmental, I	nome-
Percent of former members who, since they concluded service, have exhibited a high level of community participation. Source: 2004 AmeriCorps National Performance Measurement Benchmarking project.*1	N/A	N/A	N/A	88%	N/A
Number of anti-poverty programs served. <i>Source:</i> eSpan and VISTA information systems*2	1,639	1,637	1,541	1,421	N/A
Number of AmeriCorps*VISTA members enrolled annually. Source: AmeriCorps*VISTA and National Service Trust Database <sup>3</sup>	7,325	5,697	6,754	6,957	N/A
Number of AmeriCorps*VISTA service years completed. Source: Corporation eSpan database**4	6,132	5,826	5,569	5,694	N/A
Number of members serving with homeland security projects. Source: VISTA Information systems**	N/A	1	83	289	N/A
Percent of former members reporting the skills they learned during their service helped in their current job, educational pursuits, or community service activities to a great or moderate extent. Source: 2004 AmeriCorps National Performance Measurement Benchmarking project <sup>5</sup>	N/A	N/A	N/A	92%	N/A
The number of AmeriCorps*VISTA members serving children and youth. <i>Source: VISTA Information systems</i> <sup>6</sup>	1,755	1,797	1,714	1,588	N/A
Number of members serving with financial asset development projects. <i>Source: VISTA information systems</i> <sup>7</sup>	2,630	2,669	2,663	2,536	N/A
Percentage of AmeriCorps*VISTA members receiving education awards that use the award to further their education or reduce their education loan debt during the sen-year award period. Source: National Service Trust Database8	73%	78%	78%	80%	N/A
Strategy 1.2 Improve program quality, reach, and so	ustainabil	ity			
Percent of projects sharing costs of VISTA members.  Source: VISTA information systems*	N/A	N/A	N/A	28%	N/A
Percent of organizations reporting that the projects on which members served over the past 12 months had been "very successful." Source: 2004 AmeriCorps National Performance Measurement Benchmarking project*	N/A	N/A	N/A	65%	N/A
Percent of organization that reported the assistance provided to their organization had increased the num-	N/A	N/A	N/A	67%	N/A

Percent of projects sharing costs of VISTA members.  Source: VISTA information systems*	N/A	N/A	N/A	28%	N/A
Percent of organizations reporting that the projects on which members served over the past 12 months had been "very successful." Source: 2004 AmeriCorps National Performance Measurement Benchmarking project*	N/A	N/A	N/A	65%	N/A
Percent of organization that reported the assistance provided to their organization had increased the numbers served by a considerable amount over the past 12 months. Source: 2004 AmeriCorps National Performance Measurement Benchmarking project.*9	N/A	N/A	N/A	67%	N/A
Percent of organizations that reported the services of VISTA members "considerably" or "moderately" helped the organization where they have served over the past 12 months to bring in additional funds. Source: AmeriCorps National Measurement Benchmarking	N/A	N/A	N/A	60%	N/A
project* <sup>9</sup>			(0	continued on r	next page)

(cont'd)	Actuals				Goal		
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004		
Percent that reported the services of VISTA members "considerably" or "moderately" helped the organization, where they have served over the past 12 months, bring in donations of goods or services.  Source: 2004 AmeriCorps National Performance Measurement Benchmarking project*10	N/A	N/A	N/A	72%	N/A		
Strategy 3.3: Increase volunteering in America and effectively	grow con	nmunity cap	acity to eng	gage volunte	eers		
Percent that reported the services of VISTA members "considerably" helped the organization, where they have served over the past 12 months, leverage additional volunteers. Source: AmeriCorps annual survey*11	N/A	N/A	N/A	78%	N/A		
Strategy 3.4: Increase service programs and participants in faith-based and other community-based organizations							
Number of children of prisoners mentored as a result of VISTA capacity building and volunteer generation activities. <i>Source: VISTA information systems</i>	N/A	N/A	N/A	4,098	N/A		
The number of AmeriCorps*VISTA members serving in community-based (secular non-profit) organizations. Source: VISTA information systems <sup>12</sup>	N/A	N/A	N/A	N/A	N/A		

<sup>\*</sup> The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information.

<sup>\*\*</sup> The Corporation presented this measure in the Performance and Accountability Report FY 2003.

<sup>&</sup>lt;sup>1</sup> The precise wording of this survey question was, "Percent of former members who have done volunteer work since completing their service."

<sup>&</sup>lt;sup>2</sup> In past years, this indicator was worded as, "Number of AmeriCorps\*VISTA projects." Since all AmeriCorps\*VISTA projects are anti-poverty, the figures are equivalent across years. The FY 2004 data is for the number of projects operating at any time during the year.

 $<sup>^{3}</sup>$  The number of members enrolled annually is the number of members beginning service during the fiscal year.

<sup>&</sup>lt;sup>4</sup> A volunteer service year (VSY) equals one full year of service (365 days). Dividing the number of days a member serves during a fiscal year by 365 produces the VSY production. Both appropriated and non-appropriated service year production is included in this indicator.

<sup>&</sup>lt;sup>5</sup> Responses of "to a great extent" equal 59% and to a "moderate extent" equal 33%.. This indicator was originally worded as, "Percentage of AmeriCorps\*VISTA members indicating that their service experience influenced their career, educational or professional goals."

<sup>&</sup>lt;sup>6</sup> The original wording of this indicator was, "The number of AmeriCorps\*VISTA members serving in organizations focusing on children and youth." Children and youth activities include adult education and literacy, head start, school preparedness, pre-elementary day care, youth leadership development, maternal/child health services, mentoring, child abuse/neglect, children and youth safety programs, and juvenile justice, deliquency/gangs.

<sup>&</sup>lt;sup>7</sup> This indicator was originally worded as, "The number of AmeriCorps\*VISTA members serving in organizations expanding asset accumulation and entrepreneurial opportunities for the poor." Asset development activities include computer literacy, job preparedness and school-to-work, community revitalization/improvement, cooperatives/credit unions, job development/placement, microenterprise, small and minority business development, technology access, welfare-to-work, other community and economic development, and home management support/education.

<sup>&</sup>lt;sup>8</sup> The current year usage rate compares the amount of the education awards members earned seven years earlier with the amount of those awards used in the subsequent

seven-year period (a member has up to seven years to claim the award). For example, the 2004 rate compares the amount of the education awards members earned in 1997 to the amount of those awards members used in the seven-year period from 1997-2004. The measure is most meaningfully viewed as an indicator which informs a longterm strategy towards maximizing the effectiveness of the education award.

- <sup>9</sup> Responses of "considerably helped" equal 27% and "moderately helped" equal 33%.
- $^{10}$  Responses of "considerably helped" equal 40% and "moderately helped" equal 32%.
- <sup>11</sup> Responses of "considerably helped" equal 49% and "moderately helped" equal 29%. This indicator was originally worded as, "Number of volunteers resulting from AmeriCorps\*VISTA activities."

 $^{12}$  In FY 2004, the Corporation changed its methodology for collecting this information for VISTA. In prior years, all project names were manually reviewed at Headquarters to determine which were sponsored or operated by faith-based organizations, and the total members assigned to those projects were summed to arrive at an aggregate number. This method had limitations and the resulting prior year figures should be considered estimates. In FY 2004, a new methodology was employed to obtain this information at the ground level, resulting in greater accuracy. While a single VISTA project may have numberous placement sites, this year, only those members at the placement sites designated as faith-based were counted (versus all members assigned to the overall project, as has been counted in previous years). Therefore, the prior year estimates, when compared to the more precise 2004 data, appear high.



Seneca Valley juniors Matt Luette and Jordan Coughenour work in an office setting with classmates [...] as part of the school's new service education course. The group was brainstorming ideas for a project to aid local soldiers serving in Iraq. Christopher Horner/Tribune-Review.

Tribune-Review (Pittsburgh, PA), Thursday, September 9, 2004



#### Learn and Serve America

### **About the Program**

Since 1990, Learn and Serve America (Learn and Serve) has furthered America's tradition of civic participation and volunteerism by making grants to integrate community service with educational curricula through a practice known as service-learning. Learn and Serve grant-making fosters collaboration among schools, community-based organizations, and institutions of higher education to meet immediate community needs and strengthen the capacity of communities to address long-term needs. Approximately 1.1 million students annually participate in about two thousand local Learn and Serve-supported projects in which community service is integrated into classroom and extracurricular learning.

Learn and Serve America provides funds to state education agencies, nonprofit organizations, colleges and universities, Indian Tribes, and State Commissions on National and Community Service. Most of these grantees function as intermediaries; they provide and administer subgrants to local programs, monitor and evaluate local programs, and provide training and technical assistance. The local programs create or expand service-learning activities, and provide training to teachers, faculty and staff members, adult volunteers, student participants, and community members. At the local level, all programs are partnerships between schools and community-based organizations, between higher education institutions and schools or community-based organizations, or are implemented by local community organizations.

The Learn and Serve America program leverages significant non-Corporation support for its programs. All school- and community-based grantees must demonstrate an increasing level of matching funds to qualify for continued Federal support. After four years, school- and community-based grantees are required to provide half of the program costs. Higher education grantees must provide half of their program costs from the outset. Most Learn and Serve programs exceed the match required.

### **Program Performance**

Learn and Serve America supports the Corporation's goals of meeting human needs; improving the lives of national service participants; and, strengthening the infrastructure, capacity, and social capital of communities across America. Learn and Serve's

strategies for reaching these goals, along with a description of the program's FY 2004 performance, are presented below.

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

The Corporation supports grantees and local subgrantee programs that, in turn, support Learn and Serve participants. These participants, grantees, and subgrantees work to achieve the Corporation's service-learning objectives.

In FY 2004, 1.1 million individuals participated in Learn and Serve programs. The Corporation believes this figure represents a significant level of involvement, although it falls short of the FY 2004 target of 1.65 million participants. The FY 2004 participant number reflects a change in program strategy for many Learn and Serve America programs. Programs were instructed to support projects that were to take place over the full year in one school or district rather than to fund disparate projects in many classrooms, as was the case in prior years. The revised standard meant that projects covered fewer participants, but gave greater focus to quality and program intensity.

Learn and Serve America develops and funds programs that engage children and youth in service-learning activities that benefit their schools and communities. Program participants contribute significant amounts of time. Thirty-two percent of all service-learning participants were involved at least one semester and served 20 hours or more. In addition, 60 percent of grantees and subgrantees reported that Learn and Serve-funded activities had a substantial positive impact on the organizations that were served.

Strategy 1.2 Improve program quality, reach, and sustainability The Corporation strives to improve the competitiveness, quality, reach, and sustainability of Learn and Serve grantees. Programs are targeted for improvement through several outreach and training and technical assistance initiatives. Of the organizations that received Learn and Serve funding, 75 percent in FY 2004 met a majority of the criteria for high-quality service-learning programs. These characteristics include, among other things, whether the program had clear and specific learning objectives, strong community partnerships, and an emphasis on both learning and service.<sup>1</sup>

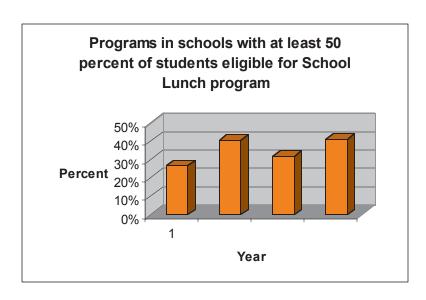
Strategy 2.1 Increase the diversity of participants within and among service programs

In addition to engaging students in service-learning and helping

## Service Hero: Service-Learning's Jane Hammatt-Kavaloski

Jane Hammatt-Kavaloski plans to retire at the end of this school year, 20 years after teaching the first servicelearning class at Malcolm Shabazz City High School in Madison, Wis. That class, "The Mississippi Connection," was just the beginning for Hammatt-Kavaloski, a school social worker, who later became coordinator of service-learning at Shabazz. Under her leadership, service-learning has become an integral part of the Shabazz curriculum, involving every student. More than 60 different types of service-learning classes have been offered, encompassing every discipline and connecting with hundreds of organizations and communities locally, nationally, and internationally. Thousands of youth and adults have been impacted by the service-learning program at Shabazz. The school's stellar program prompted its selection as a Service-Learning Leader School in 1999. From 1999 to 2001, Hammatt-Kavaloski coordinated 84 formal and informal service-learning presentations, which reached nearly 2,000 people, including 670 college students majoring in education.

to expand service-learning to about one-third of public schools, Learn and Serve has increased the diversity of its programs and participants and provided effective support to its grantees and



schools throughout the country. The Corporation seeks to increase the proportion of Learn and Serve participants who are from underserved groups, including individuals from low-income families, underrepresented racial/ethnic groups, and special needs groups. In FY 2004, 41 percent of K-12 schools involved in Learn and Serve programs had more than half of their students in the federal subsidized school lunch program. About 28 percent of all Learn and

Serve participants were from minority (defined as non-white) populations. In addition, ten percent of Learn and Serve participants were people with disabilities.

# Strategy 2.2 Expand educational, economic, and other opportunities for service participants

Through increased emphasis on measuring the development of civic knowledge and skills, on academic outcomes, and on the prevalence of risky behaviors, Learn and Serve programs demonstrate significant benefits to young people. For example, 34 percent of grantees and subgrantees in FY 2004 believed that the programs had a substantial positive impact on the academic performance of service-learning participants.

### Strategy 2.3 Increase lifelong civic engagement

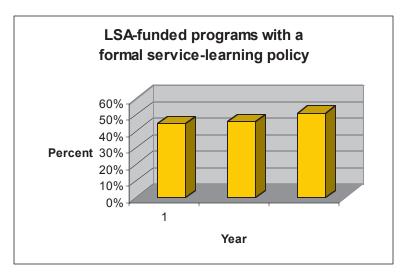
Learn and Serve programs encourage participants to stay civically-engaged throughout their lives by increasing their civic skills, knowledge, and dispositions (i.e. intentions, inclinations, and habits of civic engagement). The independent nonprofit organization, Independent Sector, indicates that the strongest predictor of adult volunteer activity is service and volunteering as a child or teen.<sup>2</sup> In FY 2004, 48% of Learn and Serve-funded organizations reported that Learn and Serve activities had a substantial positive impact on participants' civic engagement.

Strategy 3.1 Renew the ethic of civic responsibility in part by stimulating educational institutions to focus on their civic missions

A primary goal of the Learn and Serve program is to increase the

civic engagement and community involvement of young people through educational institutions and other organizations. All Learn and Serve programs require partnerships between education and community groups to meet local service and educational goals. In order to ensure that Learn and Serve funding acts as a catalyst to broader and long-term adoption of service learning, the program has begun to measure key characteristics of program design and scope believed to influence widespread sustainable program institutionalization.

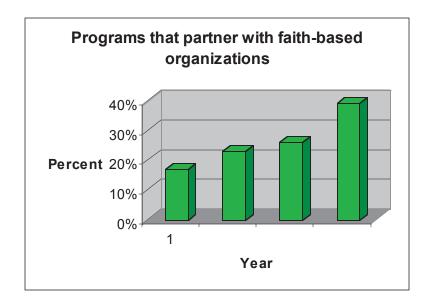
In FY 2004, 47 percent of all organizations funded by Learn and Serve reported that Learn and Serve activities had a substantial positive impact on efforts to make service-learning a permanent part of their institution. Accordingly, 29 percent had implemented service-learning institution-wide, suggesting a number of these organizations have made strong commitments to a civic mission. A higher number, 51 percent, had an



official core curriculum, approved course curriculum, or at least one program or department in service learning. This figure represented an increase over the FY 2003 level, when 46 percent of these organizations had formalized service learning.

Strategy 3.4 Increase service programs and participants in faithbased and other community-based organizations

Also in FY 2004, 6.9 percent (representing 57 organizations) of LSA-funded organizations were faith based and 39.1 percent (representing 474 organizations) partnered with faithbased organizations. From 2001 to 2003, the percentage of Learn and Serve programs working with faith-based organizations increased nearly 10 percent, from 17 to 26 percent.<sup>3</sup> In addition, funds granted directly to faith-based organizations increased 147 percent from the 2000-2003



grant period to the 2003-2006 grant period.

### **Evaluation Findings and Plan**

Learn and Serve will continue to enhance its capacity to measure program outcomes and will document the impact of the program on institutions and organizations that operate LSA programs, on student participants, and ultimately on communities.

Learn and Serve America Performance Measurement System

In FY 2004, Learn and Serve America implemented a new program and performance measurement reporting system. This system collects national data on the outputs, intermediate outcomes, and end outcomes of grantees, subgrantees, and sub-subgrantees, which will be used for program management and improvement, as well as performance reporting. In future years, Learn and Serve will use this system to conduct specialized surveys of participants, teachers, faculty and staff, and community partner organizations. In addition, the system will establish a baseline for an intensive study of the institutionalization of service learning.

Youth Volunteering and Civic Engagement Survey

With the U.S. Census, the Corporation has begun collecting data on volunteering and civic engagement among America's youth, ages 12 to 18. The survey will be the only national study on teen volunteering and civic engagement, including motivations, attitudes, experiences, and demographics that would be utilized in promoting, fostering, facilitating, managing, and evaluating participation at the national level. Through the survey, Learn and Serve will gain valuable national-level data on service-learning and its relationship with volunteering and other forms of civic engagement.

Service-Learning and Community Service in Public Schools Survey

In order to assess the extent of service-learning in America's public schools, the Corporation plans to collaborate with organizations such as the U.S. Department of Education, the National Association of Secondary School Principals and the National Association of Elementary School Principals to administer a national survey of community service and service-learning in public schools. The survey will be based on the 1999 National Center for Education Statistics (NCES) Rapid Response study of community service and service-learning which established the baseline for the prevalence of community service and servicelearning.

 $<sup>^{1}</sup>$  Specifically, 75% of the organizations said that they frequently or always meet at least six of the nine characteristics.

<sup>&</sup>lt;sup>2</sup> "Engaging Youth in Lifelong Service," Independent Sector, 2002

<sup>&</sup>lt;sup>3</sup> 2004 Learn and Serve America Program and Performance Measurement Report. The 2004 figure for partnering with faith-based organizations may not be directly comparable to the 2001-2003 data. For data collected in those prior years, organizations were asked whether they "collaborate" with faith-based organizations. In 2004, organizations were asked whether they "partner" with faith-based organizations. Learn and Serve America school-based funds, which account for nearly 65 percent of all LSA funding, must be provided to local education agencies that serve as the fiscal agent for LSA funds. The balance of LSA funds are available to colleges or nonprofit organizations.

Learn and Ser	ve America Ke	y Program Pei	rformance Me	asures	
		Act	uals		Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 1.1: Leverage service to address t land security, and other human needs	he nation's e	ducation, pu	blic safety, e	environment	al, home-
Number of participants (students) in projects supported by Learn and Serve America.  Source: Learn and Survey America Progress Reports and surveys.1	1,844,146	1,725,658	1,873,515	1,129,887	1,650,000
Percentage of grantees and subgrantees reporting that LSA had a substantial positive impact on the organizations that were served. Source: 2004 LSA Program and Performance Measurement Report*	N/A	N/A	N/A	60.4%	N/A
Percentage of participants in service-learning programs that last at least a semester that serve a minimum of 20 hours. Source: 2004 LSA Program and Performance Measurement	N/A	N/A	N/A	31.6%	N/A
Report* Strategy 1.2: Improve program quality, rea	ch and susta	inahility			
outlegy 1.2. Improve program quality, rea	on, and saste	iii iabiiicy			
Increased percentage of grantees (and sub- grantees) meeting characteristics of a high- quality service-learning program. Source: LSA Program Measurement Report*2	N/A	N/A	N/A	74.6%	N/A
Strategy 2.1 Increase diversity of participar	nts within and	d among serv	vice program	ns .	
Percentage of programs in schools with at least 50 percent of students eligible for school lunch (or otherwise identified as poor).  Source: LSA Program and Performance  Report**	27.0%	41.0%	32.0%	41.4%	N/A
Percentage of participants who are part of a minority population. Source: 2004 LSA Program and Performance Measurement Report*3	N/A	N/A	N/A	27.5%	N/A
Percentage of participants with disabilities.  Source: 2004 LSA Program and Performance  Measurement Report*4	N/A	N/A	N/A	9.0%	N/A
				(continued	on next page)

(cont'd)		Ac	tuals		Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 2.2 Expand educational, economic, and ot	her oppoi	tunities for	service par	ticipants	
Percentage of organizations that report that Learn and Serve funded activities had a substantial positive impact on the academic performance of service-learning participants. Source: 2004 LSA Program and Performance Measurement Report.*4	N/A	N/A	N/A	34.2%	N/A
Strategy 2.3: Increase lifelong civic engagement					
Percentage of grantees and subgrantees reporting that LSA activities had a substantial positive impact on participants' civic engagement. Source: 2004 LSA Program and Performance Measurement Report	N/A	N/A	N/A	48.1%	N/A
Strategy 3.1: Renew the ethic of civic responsibility focus on their civic missions	in part by	/ stimulating	g education	al institution	ns to
Percentage of programs with a formal service-learning policy. Source: 2004 LSA Program and Performance Measurement Report**5	N/A	45.0%	46.0%	51.3%	N/A
Percentage of organizations where the scope of service-learning is institution-wide. <i>Source: 2004 LSA Program and Performance Measurement Report*</i>	N/A	N/A	N/A	16.0%	N/A
Learn and Serve funded activities had a substantial positive impact on efforts to make service-learning a permanent part of their institution. Source:2004 LSA Program and Performance Measurement Report*					
Percent of elementary and secondary schools with service-learning programs. Source: Study by Westat, 2004	N/A	N/A	N/A	N/A	30%
Strategy 3.4: Increase service programs and participorganizations	oants in fa	ith-based a	nd other co	mmunity-b	ased
Percentage of grantees that are faith-based organiza-	N/A	N/A	N/A	4.6%	N/A
tions. Source: 2004 LSA Program and Performance Measurement Report*	14/71	14/71	14/71	4.070	14/70
Percentage of grantees that are community-based (secular non-profit) organizations. Source: 2004 LSA Program and Performance Measurement Report*7	N/A	N/A	N/A	N/A	N/A
Percentage of programs that partner (collaborate) with faith-based organizations. Source: 2004 LSA Program and Performance Measurement Report**8	17.0%	23.0%	26.0%	39.1%	N/A

- <sup>2</sup> High quality" is an composite measure which includes the following factors: "Percent of organizations that 'frequently' or 'always' have at least 6 of the 9 of the following characteristics of a high-quality service learning program: activities of a significant duration; clear and specific learning objectives; connections between service and learning; connection of curriculum; explicit relationship between service and civic participation, responsibility, skills, and concepts; formal reflection; leadership roles for participants; strong community partnerships; and emphasis on both learning and service."
- <sup>3</sup> In the future, the Corporation hopes to collect data for this indicator for both minority and underrepresented participants.
- <sup>4</sup> Percentage of participants with disabilities is based on a reported number of participants with disabilities divided by total participants.
- <sup>5</sup> In this past year, we clarified the phrase "formal policy" used in the FY 2003 Performance and Accountability Report, breaking it down into more specific policy questions. The language for the question varied for the different institution types, but the information gathered was meant to be comparable across types. The specific survey questions were: (1) Higher Education: Service-learning is part of the official core curriculum in at least one discipline or major at the institution, (2) K-12 Schools: Service-learning is part of the board approved course curriculum in at least one subject in at least one grade in the school/district, and (3) CBO: Service-learning is part of the activities for youth in at least one program or department in the organization. Since the 2004 survey question is a more limited version of the earlier question, we believe the trend data are more or less comparable for purposes of assessing performance.
- <sup>6</sup> For this question, "institution-wide" included the following response categories: K-12 school-based – school-wide; K-12 district-based – involving all the schools in the district; higher education – entire institution, CBO – integrated into all activities at the Agency. Responses by category were K-12 = 33.1%, Higher Ed = 28.3%, and Community-Based = 9.3%.
- <sup>7</sup> Data not available at the time of report submittal; these data will be included in the Corporation's FY 2004 Performance and Accountability Report.
- <sup>8</sup> The FY 2004 figure for partnering with faith-based organizations may not be directly comparable to the FY 2001-2003 data. For data collected in those prior years, organizations were asked whether they "collaborate" with faith-based organizations. In FY 2004, organizations were asked whether they "partner" with faith-based organizations. "Partner" was operationally defined as organizations that were formally involved in managing and/or planning LSA supported service-learning activities during the past year. Learn and Serve America school-based funds, which account for nearly 65 percent of all LSA funding, must be provided to local education agencies that serve as the fiscal agent for LSA funds. The balance of LSA funds are available to colleges or nonprofit organizations.

<sup>\*</sup> The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information.

<sup>\*\*</sup> The Corporation presented this measure in the Performance and Accountability Report FY 2003.

<sup>&</sup>lt;sup>1</sup> The FY 2004 number was estimated based on responses to the 2003-2004 Learn and Serve America Program and Performance Measurement Report. For the survey, there were 1,221 responses to the number of service-learning participants in Learn and Serve programs for a total number of reported service-learning participants of 731,466. In addition, there were 1,188 responses to the number of youth volunteer participants (includes one-time participants in service-learning activities) in Learn and Serve programs for a total number of reported youth volunteers of 81,656. Based on Learn and Serve grantee reporting and the program and performance measurement report, there are a total of 1,662 Learn and Serve grantees, subgrantees, and sub-subgrantees, indicating a 73% response rate for service-learning participants and a 71% response rate for youth volunteers. With the assumption that the characteristics for nonrespondents are equivalent to those of the respondents, the mean number of reported participants was multiplied by the estimated number of nonrespondents for each institutional type to calculate the approximate number of nonreported service-learning participants at 270,043 and nonreported youth volunteer participants at 46,722. Also, the FY 2004 participant number (down from prior years) reflects a change in program strategy for many Learn and Serve America programs. Programs were instructed to support projects that were to take place over the full year in one school or district rather than to fund disparate projects in many classrooms, as was the case in prior years. The revised standard meant that projects covered fewer participants, but gave greater focus to quality and program

#### Performance Indicators That Are Being Discontinued

#### Learn and Serve—Discontinued Performance Measures and Explanations

#### Performance Measure

Number of K-12 teachers who participated in civics, history, and service activities supported by Learn and Serve America in a school year.

Number of college faculty members involved with courses covering civics, history, and service at participating higher education institutions.

Number of courses that contain civics. history and service in participating higher education institutions.

Number of participating K-12 schools increasing their number of civics, history, and service courses.

Percent of participating higher education institutions that increase student service placement in their Federal Work-Study budget.

Number of volunteer hours generated in a program year.

Develop measures of civic knowledge and civic engagement.

#### Explanation

The Corporation dropped this indicator in favor of more robust measures of service learning. Data for those measures are now being collected in the 2004 LSA Program and Performance Measurement Report. The survey asks a range of questions concerning the impact and institutionalization of service-learning across targeted organizations. The performance measurement table above contains some of the measures.

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The Corporation dropped this indicator in favor of more robust measures of service learning. Data for those measures are now being collected in Learn and Serve's annual survey. The survey asks a range of questions concerning the impact and institutionalization of service-learning across targeted organizations. The performance measurement table above contains some of the measures.

The Corporation no longer uses this indicator for Learn and Serve, since the term 'volunteer' means little in the Learn and Serve context. The Corporation is now tracking number of paricipants and participants that serve a minimum of 20 hours. Both of these indicators are reported above.

This item was not actually an indicator, but a placeholder for addressing future data needs. Many such indicators now have been developed and are part of Learn and Serve's annual survey.

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Harvey McAdams, seated on the left, and his daughter Maria Carey, center, are pioneers in Navarro County's new Foster Grandparent program. On the right is daycare employee Tracy Owen, holding one of the children at Life's Little Ones Child-care Center, the first facility in Corsicana to host senior volunteers. Daily Sun photo—Ashley Dowd, Corsicana Daily Sun (TX), July 22, 2004.



# Senior Corps

#### Overview

The Senior Corps programs – the Retired and Senior Volunteer Program (RSVP), Foster Grandparent Program (FGP), and Senior Companion Program (SCP) – enable volunteers age 55 and over to address needs in their communities and benefit from a positive and rich volunteer experience. Each program has distinct characteristics and holds a niche in the volunteer delivery systems in communities nationwide through more than 1,300 communitybased organizations that serve as grantees.

In FY 2004, 536,224 Senior Corps volunteers served in their local communities through a network of RSVP, Foster Grandparent, and Senior Companion projects funded by the Corporation and other sources nationwide. Together, these participants contributed more than 119.9<sup>1</sup> million hours of service, compared to 118 million hours the previous year. This includes:

■ RSVP: 78.1 million hours of service

■ FGP: 27.9 million hours of service

■ SCP: 13.9 million hours of service

Despite a slight decrease in volunteers from FY 2003, the number of projects has increased. In 2004, 1,318 received grants (from all sources) compared to 1,326 in FY 2003. This includes:

■ RSVP—757

■ FGP—337

■ SCP—224

#### **Volunteers Serving**

Program	FY 2001	FY 2002	FY 2003	FY 2004
RSVP	480,000	480,000	468,600	459,271
Foster Grandparent Program	26,100	N/A	32,500	31,725
Senior Companion Program	N/A	N/A	16,500	16,355
Special Volunteer Program Homeland Security Volunteers	N/A	N/A	36,800	28,873
Total Senior Corps Volunteers	506,100	480,000	554,400	536,224

Source: The Corporation's Grants Tracking Database

### **Retired and Senior Volunteer Program**

### About the Program

For more than 30 years, RSVP volunteers have provided numerous types of volunteer support to nonprofit organizations in their communities. Building on the original purpose of the program—enhance the quality of life for older volunteers—RSVP adopted a dual mission in 1998 to focus volunteer resources on meeting needs identified by communities and to deliver a high quality volunteer experience.

RSVP offers the most flexibility of service among the Senior Corps programs. Volunteers choose how, where, and how often they want to serve, and commitments range from a few hours a week to 40 hours per week, depending on the volunteers' interests and the agency's needs. Volunteers are eligible to receive reimbursement for mileage service and insurance coverage while on assignment but do not receive monetary incentives or stipends.

Volunteers serve in a variety of issue areas, with the most individuals focusing on health and nutrition. A breakdown of issue areas is provided below.

#### RSVP Volunteer Breakdown by Issue Area<sup>2</sup>

Issue Area	Percent of Volunteers
Health and Nutrition	51%
Human Needs	46%
Community and Economic Development	36%
Education	27%
Housing	13%
Environment	13%
Disaster	11%
Homeland Security	9%
Public Safety	6%

Source: Westat, 2004 Senior Corps Accomplishment Survey Findings

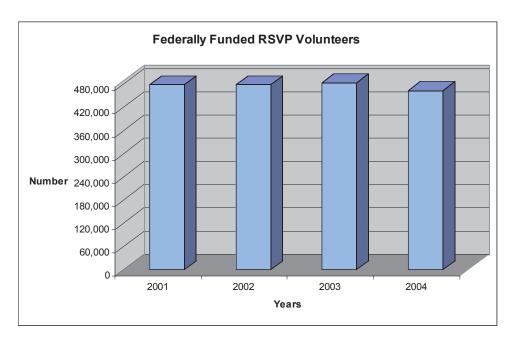
#### Program Performance

# Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

The corporation awards grants to eligible organizations to carry

out RSVP projects. RSVP volunteers are recruited and placed in more than 65,000 non-profit organizations or "volunteer stations." RSVP strengthens service delivery of volunteer stations; enhances the ability of stations to recruit and manage non-RSVP volunteers; and increases the ability of organizations to deliver priority services, including homeland security and child mentoring services to end beneficiaries. The Corporation awarded 759 grants to RSVP projects in 2004. In addition, 76 percent of volunteer station supervisors indicated that volunteers assist significantly with recruitment of community volunteers.

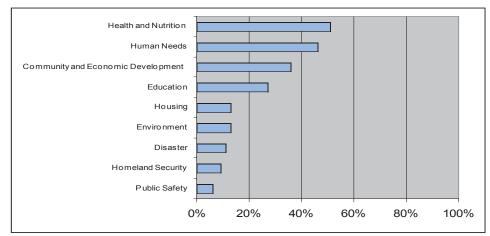


In 2004, 459,271 individuals participated in the RSVP program,<sup>3</sup> and 757 projects received grants from all sources. The number of RSVP volunteers who served in 2004 was down from the 468,600 who actually served in 2003. We believe that the shift to outcome-based placements is resulting in a fewer, but more intensive, volunteers.

Major program activities included managing the

grant award process, monitoring and assisting with eGrants data integrity and accuracy for data on awards and management, producing and disseminating the 2006 National RSVP Accomplishment Report, and conducting a survey of end beneficiaries.

#### Percentage of Volunteers Working in each Major Service Activity Area



Source: Westat, 2004 Senior Corps Accomplishment Survey Findings

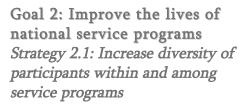
Strategy 1.2: Improve program quality, reach, and sustainability
The Corporation continues to improve the quality, reach, and sustainability of RSVP grants through outreach, training and technical assistance initiatives. In 2004, an impressive 73 percent of volunteer station supervisors report-

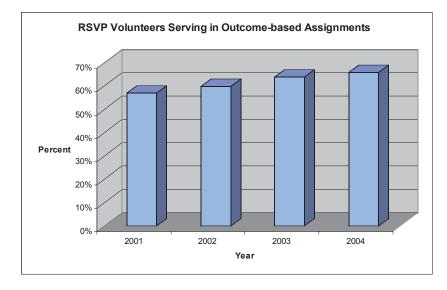
ed that RSVP volunteers helped them increase the quality of services they offer:

- RSVP volunteers helped to a great extent: 40 percent; and
- RSVP volunteers helped to a moderate extent: 33 percent.

As high-quality performance of grantees is critical to program success, the Corporation invests in training and technical assistance (TTA) to RSVP grantees. Emphasis is placed on programmatic, management and topical areas to help grantees strengthen their projects, become more proficient volunteer managers, and increase compliance. The number of RSVP volunteers serving in outcome-based assignments has been increasing in the last few years, with more than 65 percent in 2004, compared to 57 percent in 2001.<sup>4</sup>

In July 2003, RSVP volunteers were required to self-select performance measures documented in their grant applications, to which they would be held accountable. The Corporation will collect data on grantees that meet target levels for their 2004 end outcome performance measures.





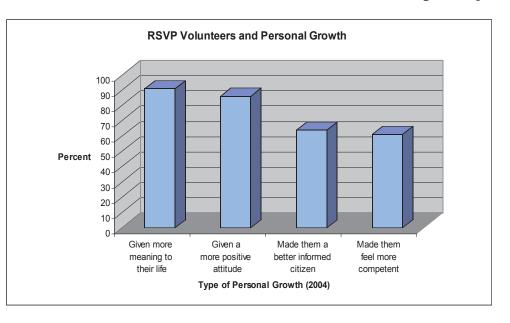
The Corporation is preparing to enable the RSVP program to expand diversity of volunteers. Through the inclusion of diversity and a baby boomer-focus in activities, the RSVP program expects an increase in baby boomers and men. The Corporation intends to collect information in the future to monitor diversity of participants.

Strategy 2.2: Expand educational, economic and other opportunities for service participants

The RSVP program facilitates life-long learning and decreased isolation for volunteers. In 2004, more than 80 percent said that involvement led to decreased isolation. A majority of volunteers also said that involvement with the program led to enhanced personal growth, including:

■ More meaning to their lives—91 percent;

- A more positive attitude—86 percent;
- A better informed citizen—64 percent; and
- Increased feeling of competency—61 percent.



In addition, 31 percent of surveyed RSVP volunteers indicated that involvement with the program has led to new skills and knowledge.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively Going forward, the RSVP program is focusing on RSVP

volunteer diversity and is increasing the recruitment efficiency for volunteer stations. The Corporation expects an increase in the number of community volunteers that station supervisors will be able to attract and place (as reported by the supervisors) by streamlining the station volunteer recruitment processes.

In 2004, 17,146 RSVP volunteers were dedicated to leveraging other volunteers. These individuals are given the assignment of recruiting volunteers from the community. The number falls well short of the Corporation's 50,000 FY 2004 goal.<sup>5</sup> Through these RSVP volunteers, however, 27,394 new community volunteers were recruited.

Strategy 3.4: Increase service programs and participants in faithbased and other community-based organizations The Corporation aims to fund activities aimed at faith and other community-based organizations. Activities include language about working with faith-based and other community-based organizations, providing opportunities for grantees to attend broader faith-based and community conferences and events, developing and implementing a survey of faith-based and community organizations.

### **Evaluation Findings and Plan**

In 2004, the Corporation conducted a series of surveys to capture outputs and outcomes attributable to the volunteers. These surveys:

- Provided an updated "National Accomplishment Report" quantifying RSVP volunteers and their service in more than 50 different service categories, including mentoring, disaster preparedness, adult literacy, home building, and public safety; and,
- Compiled and reported on outcomes realized by the community and by the volunteers themselves.

The 2004 Surveys provided baseline data that will allow the Corporation to assess Senior Corps program outcomes on an ongoing basis. The results will help grantees identify successful management practices, while also reducing the overall reporting burden on the organizations, agencies, and individuals affiliated with the three Senior Corps programs. There is no other data collection activity that gathers this information in such a way that the Corporation can summarize and report valid and comprehensive "impact" data to grantees, OMB, Congress, and its other stakeholders.

### Senior Corps Volunteers Fight Telemarketing Fraud

For five years, RSVP volunteers in Santa Monica have worked with the Federal Bureau of Investigation to prevent seniors from becoming victims of telemarketing fraud. Using phones donated by AT&T Wireless, volunteers with WISE Senior Services operate a "reverse boiler room" to victims of telemarketing fraud and give them tips about protecting themselves against future scams. According to FBI Supervisory Special Agent Dan Bolick, "Because of these RSVP volunteers, thousands of crimes are prevented every year. Conservative estimates indicate that we prevent a crime for at least one in every ten people who receive peer counseling. Roughly 13,000 crimes have been prevented at a savings of approximately \$12,000 per crime. This equates to approximately \$16,000,000 over the course of the last five years."

<sup>&</sup>lt;sup>1</sup> Data from National Overview (PPVA), estimate as of January 2004, based on 2003 actuals, which will be updated in the 2005 report.

<sup>&</sup>lt;sup>2</sup> The total exceeds 100 percent because volunteers often worked in more than one service category area.

<sup>&</sup>lt;sup>3</sup> The 2003 number is from the national RSVP overview from PPVA 2003 selfreported by grantees in "eGrants." The 2004 number is estimated as same, based on federal funding in 2004.

<sup>&</sup>lt;sup>4</sup> Outcome-based assignments engage volunteers in activities that will contribute to meeting a community need as identified by key stakeholders in the community. The results of the service must be measurable and there must be a system in place for reporting the information.

<sup>&</sup>lt;sup>5</sup> The source used in 2003 was the last set of Accomplishment Surveys that were completed by Aguirre in 2002. This could be a result of: a) data reporting errors by RSVP grantees when completing their PPVA; or 2) inaccurate starting point based on the 2002 surveys; or 3) combination of both.

#### **RSVP Key Program Performance Measures**

′ 2001	Actu			Goal
′ 2001	FY 2002	EV 0007		
		FY 2003	FY 2004	FY 2004
ation's edu	ucation, pub	olic safety, e	nvironmental	, home-
N/A	N/A	N/A	Great Extent: 29% Moderate Extent: 47%	N/A
30,000	480,000	468,600	459,271	489,200
766	763	759	757	753
753	753	752	759	N/A
nd sustain	nability			
N/A	N/A	N/A	Great Extent: 40% Moderate Extent: 33%	N/A
57%	60%	64%	62%	N/A
ithin and a	amona servi	ce program	S	
idilii dila t	21110119 001 11	oo program	•	
d other o	pportunities	for service	participants	
N/A	N/A	N/A	a) SA: 34%, A:61% b) SA: 33% A: 63% c) SA: 38%, A: 55% d) SA: 40% A: 51% (continued of	N/A on next page)
	30,000 766 753 nd sustair N/A 57% ithin and a	30,000 480,000  766 763  753 753  Ind sustainability  N/A N/A  57% 60%  Sthin and among servi	30,000 480,000 468,600  766 763 759  753 753 752  Ind sustainability  N/A N/A N/A  57% 60% 64%  Sthin and among service program  Ind other opportunities for service	Extent:

(cont'd)	Actuals Goal						
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004		
Percent of RSVP volunteers who "strongly agreed (SA): or agreed (A)" that involvement with the program led decreased isolation in a) Made me feel closer to my community and b) Helped me make more friends or close acquaintances. Source: 2004 Survey of Senior Corps Volunteers *	N/A	N/A	N/A	a) SA: 39%, A: 59% b)SA: 37% A: 61%	N/A		
Percentage of volunteers who report that their service activity fits their experience, abilities, and skills well.*	N/A	N/A	N/A	Info will be available in FY 2005 report	N/A		
Percentage of volunteers who would recommend service with RSVP.*	N/A	N/A	N/A	Info will be available in FY 2005 report	N/A		
Percent of RSVP volunteers indicating that involvement with the program led to new skills and knowledge. Source: 2004 Survey of Senior Corps Volunteers *	N/A	N/A	N/A	32%	N/A		
Strategy 3.3: Increase volunteering in Amer effectively	rica and grov	v community	capacity to	engage volunt	ceers		
Number of RSVP volunteers dedicated to leveraging volunteers. Source: eGrants *	N/A	N/A	45,000	17,146	50,000		
Number of new volunteers recruited by RSVP volunteers (not necessarily recruits for RSVP projects) *	N/A	N/A	N/A	27,394	N/A		
Strategy 3.4: Increase service programs and organizations	d participant	s in faith-bas	ed and smal	l community-b	ased		
Number of grantees that are faith-based organizations*	N/A	N/A	N/A	75			
Number of grantees that are community- based (secular, non-profit) organizations*	N/A	N/A	N/A	491			

<sup>\*</sup> The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information.

<sup>\*\*</sup> The Corporation presented this measure in the PAR of FY 2003.

<sup>&</sup>lt;sup>1</sup> Responses could include: True to a great extent, True to a moderate extent, Not true, Not applicable, or Don't know.

 $<sup>^2</sup>$  The 2003 number is from the national RSVP overview from PPVA 2003 self-reported by grantees in "eGrants." The 2004 number estimated as same, based on federal funding in 2004. The number listed in the FY 2003 PAR is budgeted RSVP volunteers; not actually serving.

 $<sup>^{3}</sup>$  Responses could include: True to a great extent, True to a moderate extent, Not true, Not applicable, or Don't know.

<sup>&</sup>lt;sup>4</sup> Outcome-based assignments engage volunteers in activities that will contribute to meeting a community need as identified by key stakeholders in the community. The results of the service must be measurable and there must be a system in place for reporting the information. Not used as an official GPRA indicator after FY03; replaced with more direct measurements of performance.

<sup>&</sup>lt;sup>5</sup> The question asked: "For each of the following, do you strongly agree, agree, disagree, or strongly disagree? (check one box for each row). Volunteering through RSVP has: given more meaning to my life (a); given me a more positive attitude (b); made me a better informed citizen (g); made me feel competent (i). Responses: a) Strongly agree: 33 %; Agree: 58 %; b) Strongly agree: 29 %; Agree: 57 %; g) Strongly agree: 27 %; Agree: 37 %; l) Strongly agree: 27 %; Agree: 34 %

#### Foster Grandparents Work with Incarcerated Youth

Eight Foster Grandparents in two teams of four mentor youth incarcerated at Juvenile Hall in Imperial County, California's poorest county. After being sent to Juvenile Hall for a variety of reasons, including committing burglary and assault, the youth receive four hours per week of mentoring and tutoring services. Many of those served have at least one parent in prison; in fact, 79 percent of the incarcerated youth participating in a recent survey have parents who have spent time in jail. The Foster Grandparents undergo a 40-hour training session to prepare them for their mentoring duties. In addition, all have taken a fourweek pre-employment and work-training class so that they can help the youth fill out job applications and prepare for interviews. The program focuses on young people who have high rates of recidivism in an attempt to break the cycle of incarceration that spans generations. One young man had a brother in Juvenile Hall, while his father, uncle, and grandfather were all imprisoned. Sharin Yetman, who established the program through Catholic Charities of the Diocese of San Diego, was inspired by President Bush's message in his 2002 State of the Union address that children of prisoners need mentors to help them avoid prison themselves. Youth are often sent to Juvenile Hall as a result of truancy. Yetman found that poor academic skills make them more likely to be truant and included a book club in the program to improve reading skills. Many of the youth enter the program reading at a third- or fourth-grade level. Participants in the year-old program are less likely to commit serious crimes.

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### **Foster Grandparent Program**

### About the Program

Since 1965, Foster Grandparents have provided aid, support and service to children and youth with exceptional needs in a variety of settings including schools, hospitals, drug treatment centers, correctional institutions, and Head Start and child care centers. They mentor children and troubled teenagers, model parenting skills to adolescent mothers, and care for premature infants and children with disabilities. In many cases, Foster Grandparents maintain an ongoing relationship with specific children for a year or longer. In other cases, such as that of Foster Grandparents assigned to a hospital pediatric ward where they help to comfort young patients, they serve a higher number of children for shorter durations of time.

Foster Grandparents serve schedules ranging from 15 to 40 hours per week, during which they provide one-on-one service to children and youth. Foster Grandparents must be age 60 or over and must meet certain income eligibility guidelines to receive the monetary stipend of \$2.65 per hour. They also receive accident, liability, and automobile insurance coverage, if needed, during their assignments.

One measure of the Foster Grandparent Program's (FGP's) importance to a community is the amount of non-Corporation resources it generates. In 2004, FGP matched every federal dollar with a non-federal source of 34 percent:

- Corporation funding: \$107.7 million;
- Non-corporation funding: \$36.7 million; and
- Foster Grandparents serve in serve in several issue areas, with the most (84 percent) focusing on education.

#### Foster Grandparents Volunteer Breakdown by Issue Area<sup>1</sup>

Issue Area	Percent of Volunteers
Education	84%
Health and Nutrition	11%
Human Needs	8%
Public Safety	2%
Disaster	1%
Homeland Security	0%

Source Westat, 2004 Senior Corps Accomplishment Survey Findings

### Program Performance

# Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

FGP aims, through its grantees and volunteers, to address human needs throughout the nation. Each year, more than 31,000 Foster Grandparents serve through a network of 337 local projects nationwide funded with Corporation and non-Corporation funds.<sup>2</sup> These grantees in turn work with more than 10,000 community organizations, both faith-based and secular, that supervise the Foster Grandparents during their service. In 2004, there was a slight reduction from the previous year – from 32,500 to 31,725 – primarily due to closures of non-Corporation funded projects due to state budget cuts. These closures did affect the numbers of volunteers and VSYs.

The Corporation also funded 337 FGP projects in 2004, compared to 329 in 2001. Again, this was due primarily to closures of non-Corporation funded projects due to state budget cuts, particularly in California. In addition, 24,328 federally-funded FGP service years were budgeted in 2004, a decrease of more than 100 from the previous year. Also in 2004, the Foster Grandparents served more than 263,000 children with special and exceptional needs.

In 2004, 97 percent of volunteer station supervisors reported that Foster Grandparents helped them increase the quality of services they offer.

Looking forward, FGP aims to increase positive benefits for more involvement of children of prisoners and children in foster care.

Strategy 1.2: Improve program quality, reach, and sustainability The Corporation's success depends largely on the performance of its grantees, which is why we support grantees with training and technical assistance (T&TA), including topics such as volunteer management, performance measures, high quality placements for volunteers, and a whole range of programmatic areas that support the issues of the corporation.

The Corporation is putting an increased focus on end outcome performance measures, increased sophistication in use of technology to perform their project management functions, compliance monitoring visits, and corrections put in place following compliance monitoring visits. Part of this effort will include a focus on grantees that meet target levels for their 2004 end outcome per-

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The Foster Grandparents help their charges reconnect with their families or encourage them to remain in foster placements when released from Juvenile Hall. One young man is now attending junior college and credits the Foster Grandparents with making that possible. The Foster Grandparents receive plenty of peer support from one another each week, in addition to attending regular meetings with the Catholic Charities staff to work out problems that may come up. The program also has a strong commitment from the Imperial County Probation Department. Source: National Service News 208

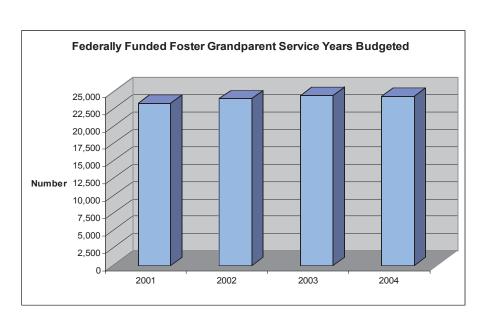
formance measures.

Strategy 1.3: Diversify the National and Community Service infrastructure

Expanding the diversity of FGP grantee organizations is a priority for the Corporation. We seek to increase the diversity of the overall FGP grantee profile by attracting new sponsor organization types that are beyond the traditional Foster Grandparent Program sponsors. The Corporation intends to collect information in the future to monitor progress of infrastructure diversification.

Goal 2: Improve the lives of national service participants Strategy 2.2: Expand education, economic and other opportunities for service participants.

As with other Senior Corps programs, FGP helps senior volunteers remain independent, enhances their quality of life, and emphasizes lifelong learning. In 2004, volunteers overwhelmingly agreed that the program led to decreased isolation by making them feel closer to their community (71 percent) and helping



them to make more friends or close acquaintances (90 percent). More than 90 percent agreed that their volunteer assignments were satisfying because they provided opportunities to make direct positive changes in the lives of the children and youth they serve.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.4: Increase service programs and participants in faithbased and other community-based organizations In FY 2004, 41 Foster Grandparent sponsors were faith-based organizations, compared to 39 faith-based sponsors in FY 2003 and represents 12.2 percent of the 337 total FGP projects.

**Evaluation Findings and Plan** 

In 2004, the Corporation launched a series of surveys to capture outputs and outcomes attributable to the volunteers. These surveys and the final products, administered by the research contractor Westat:

- Provided an updated "National Accomplishment Report" quantifying Foster Grandparents and their service to children and youth; and,
- Compiled and report on outcomes realized by the children, community and by the volunteers themselves.

#### FGP Key Program Performance Measures

FOR key Program Performance Measures		Act	uals		Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 1.1: Leverage service to address the land security, and other human needs	ne nation's e	ducation, pu	blic safety, e	nvironmenta	l, home-
Percent of children mentored by Foster Grandparents demonstrating increases in prosocial behavior. How have the relationships with the FGs affected the children's a) behavior with other children? b) relationships with family members in general? c) respect towards others? d)academic performance in school? e) self-image? (FY04 Figures note Significant Positive Contribution and Somehwat Positive Contribution Percentages) Source: 2004 Service Recipients Survey *1	N/A	N/A	N/A	a) 58%, 40% b) 33%, 59% c) 67%, 33% d) 62%, 35% e) 63%, 36%	N/A
Percent of volunteer station supervisors who reported that Foster Grandparents helped them increase the quality of services they offer to a "great" extent. Source: 2004 Survey of Volunteer Station Supervisors *2	N/A	N/A	N/A	66%	N/A
Number of volunteers enrolled. Source: 1) Grants Tracking Database; 2) Project Profile and Volunteer Activity Survey; 3) eGrants *3	26,100	N/A	32,500	31,725	34,000
Number of federally funded Foster Grandparent projects. <i>Source: Grants Tracking</i> <i>Database</i> **	321	323	329	329	N/A
Number of FGP Projects receiving grants from all sources. <i>Source: 1) Grants Tracking Database; 2) eGrants</i> *	339	340	340	337	340
Number of federally funded Foster Grandparent service years budgeted. <i>Source:</i> <i>Grants Tracking Database</i> **	23,300	23,968	24,328	24,328	N/A
Number of children with special and exceptional needs served annually by Foster Grandparents. Source: Project Profile and Volunteer Survey (PPVA)	275,000	275,000	263,600	263,600	N/A
Volunteer Survey (PPVA)				(continued	on next page)

<sup>&</sup>lt;sup>1</sup> The total exceeds 100 percent because volunteers often worked in more than one service category area.

 $<sup>^2</sup>$  The 2003 number is from the national overview from PPVA 2003. The 2004 estimate is based on the reduction of non-Corporation funded projects in 2004.

(cont'd)		Ac	ctuals		Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 1.2: Improve program quality, rea	ch, and sust	ainability			
Percentage of grantees who met target levels for their 2004 end outcome performance measures, as listed in the grant appliation work plan. Source: eGrants *4	N/A	N/A	N/A	Info will be available in FY 2005 report	N/A
Strategy 2.2: Expand educational, econom	ic, and othe	r opportunit	les for servic	e participants	
Percent of FGP volunteers who "strongly agreed" or "agreed" that involvement with the program led to decreased isolation: a) made me feel closer to my community; b) helped me make more friends or close acquaintances. Source: 2004 Survey of Senior Corps Volunteers *5	N/A	N/A	N/A	a) Strongly Agree:56%, Agree:36% b) Strongly Agree:64%, Agree:33%	N/A
Percent of Foster Grandparents who "agreed" or "strongly agreed" that their volunteer assignments were satisfying because they provided opportunities to make direct positive changes in the lives of children and youth they served. Source: 2004 Survey of Senior Corps Volunteers *6	N/A	N/A	N/A	Strongly Agree:68%, Agree:24%	N/A
Strategy 3.4: Increase service programs an organizations	d participan	ts in faith-ba	sed and oth	er community	-based
Number of grantees that are faith-based organizations*	N/A	N/A	N/A	41	
Number of grantees that are community- based (secular, non-profit) organizations*	N/A	N/A	N/A	230	

<sup>\*</sup> The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information.

<sup>\*\*</sup> The Corporation presented this measure in the PAR of FY 2003.

<sup>&</sup>lt;sup>1</sup> Responses included: A significant positive contribution; A somewhat positive contribution; Has had no effect; Has had negative effect; or Does not apply.

<sup>&</sup>lt;sup>2</sup> The question asked: "Please describe the extent to which Foster Grandparents provide the following benefits to your organization. (Check one choice for each statement) Foster Grandparents help improve the quality of services provided: (True to a great extent, True to a moderate extent, Not true, not applicable; Don't know) Responses: Great extent: 66 %; Moderate extent: 31 %

<sup>&</sup>lt;sup>3</sup> The 2003 number is from the national overview from PPVA 2003. The 2004 estimate is based on the reduction of non-Corporation funded projects in 2004.

<sup>&</sup>lt;sup>4</sup> Data to be available quarterly, about one quarter after receipt of PPR, starting in 2005. Performance measures were first implemented for Senior Corps in July 2003; there was a perception of not enough time for grantees to reach end-outcomes.

<sup>&</sup>lt;sup>5</sup> The question asked, "For each of the following, do you strongly agree, agree, disagree, or strongly disagree? (Check one box for each row) Volunteering through the Foster Grandparent Program has: d) Made me feel closer to my community; c) Helped me make more friends or close acquaintances. Responses: d) Strongly agree: 43 %; Agree: 28 %; c) Strongly agree: 52 %; Agree: 38 %

<sup>&</sup>lt;sup>6</sup> The question asked, For each of the following, do you strongly agree, agree, disagree, or strongly disagree? (Check one box for each row) Volunteering through the Foster Grandparent Program has: Given me a chance contribute to others (f). Responses: Strongly agree: 68 %; Agree: 24 %

### **Senior Companion Program**

### About the Program

The Senior Companion Program, like the Foster Grandparent Program, provides persons age 60 and over with the opportunity to serve. Senior Companions assist frail, homebound individuals, most of them elderly, with daily living tasks such as bill paying, buying groceries, and finding transportation to medical appointments, helping them retain their dignity and independence. They also provide companionship and support to their clients, many of whom are isolated and living alone. While some Senior Companions serve in community settings such as adult day care or respite centers, the majority of Senior Companions serve directly in the private homes of their clients, where their care provides respite for clients' caregivers. Senior Companions also serve as "eyes and ears" for case managers, identifying potential problems or services needed for their 57,500 mostly frail and elderly adults.

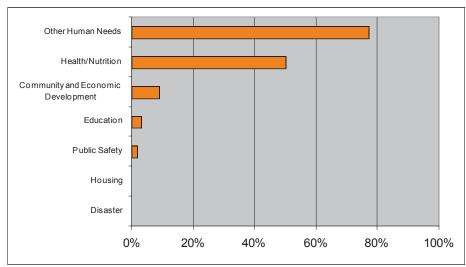
Senior Companions serve weekly schedules ranging from 15 to 40 hours per week and receive ongoing training in topics such as Alzheimer's disease, stroke, diabetes, and mental health. Companions who meet income guidelines are eligible to receive an hourly stipend of \$2.65.

In FY 2004, we estimate that 16,355 Senior Companions spent 13.9 million hours volunteering, for an average of 850 hours per volunteer. The figure below presents the distribution of volunteers who worked in each of the seven service activity areas: Health/Nutrition, Other Human Needs, Community and Economic Development, Public Safety, Housing, Education, and Disaster.

The largest percent of volunteers – in both the current and the prior Accomplishments Surveys – provided services in Human Needs and Health and Nutrition, followed by Community and Economic

Development and Public Safety (the latter two with much lower percentages of volunteers).

Percentage of Senior Companion Volunteers Working in each Major Service Activity Area<sup>1</sup>



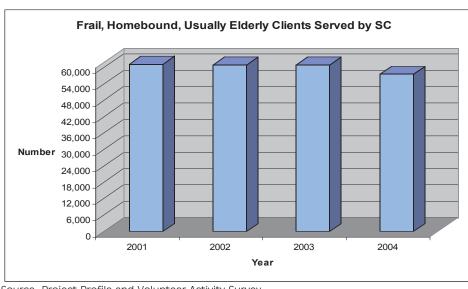
Source: Westat, 2004 Senior Corps Accomplishment Survey Findings

#### Program Performance

# Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

In 2004, 16,355 volunteers were enrolled in the program, which falls short of the 17,300 goal. As with the other programs, the shortfall likely is due to closure of non-Corporation funded projects (state funded), due to budget cuts at the state level. The Corporation funded 191 Senior Companion projects in 2004, compared to 178 in 2001. In addition, there was a total of 9,885 federally funded SCP service years budgeted in 2004 compared to 9,400 in 2001.



Source: Project Profile and Volunteer Activity Survey

SCP is focusing attention on meeting the needs of the adult clients in need of independent living services and respite for caregivers. However, the service is not seen by caregivers as offering a service not affordable if purchased at the market rate. For example, only 5.8 percent of sponsoring organization staff and 9.6 percent of family members said that SCP offered a service that they would not have been able to afford.

In 2004, the number of frail, homebound, usually elderly clients served by Senior Companions was approximately 57,700, a decrease of more than 3,000 from the previous year.

Strategy 1.2: Improve program quality, reach, and sustainability The Corporation's success depends largely on the performance of its grantees, which is why we support grantees with training and technical assistance (T&TA). In 2004, 227 SCP projects received grants, slightly more than the FY 2004 goal of 223.

To improve program quality, reach, and sustainability, SCP aims to increase the number of grantees that meet their end outcome performance measures, demonstrate increased sophistication in

use of technology to perform their project management functions, completed work plan goals, compliance monitoring visits, and corrective action following monitoring visits. Part of this effort will include a focus on grantees who meet target levels for their 2004 end outcome performance measures.

In 2004, 98 percent of volunteer station supervisors reported that Senior Companions helped them increase the quality of services they offer.<sup>2</sup>

Strategy 1.3: Diversify the National and Community Service infrastructure

We seek to increase the diversity of the overall SCP grantee profile by attracting 20 percent of new sponsors who are more diverse. The Corporation intends to collect information in the future to monitor progress of infrastructure diversification.

Goal 2: Improve the lives of national service participants Strategy 2.2: Expand education, economic and other opportunities for service participants

As with other Senior Corps programs, SCP helps senior volunteers remain independent, enhances their quality of life, and emphasizes lifelong learning. By surveying SCP volunteers, we help ensure that Corporation programs are providing these opportunities.

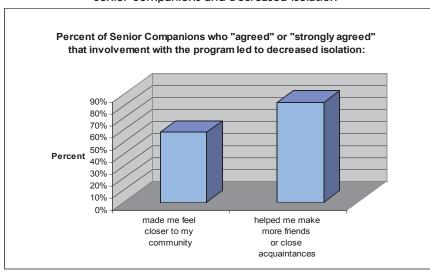
In 2004, a majority of Senior Companions said they strongly agreed that involvement with the program led to decreased isolation, including feeling closer to their community (53 percent) and helping them to make more friends or close acquaintances (72 percent). Eighty-five percent also agreed that their assignments were satisfying because they provided opportunities to make direct positive changes in the lives of the clients they served.

# Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.4: Increase service programs and participants in faithbased and other community-based organizations The Corporation strives to increase SCP's role with faith-based

and other community-based organizations. In addition, we expect to increase the number of communities where SCP volunteers are available through faith-based and other community-based organi-

Senior Companions and Decreased Isolation



### Senior Corps Engages **Nursing Home Residents** as Volunteers

Residents of nursing homes and assisted living facilities in Monroe County, New York, have limited options for going out to volunteer within the community. So the volunteering comes to them. At six facilities in and around Rochester, about 75 volunteers gather once a week or so participate in activities that benefit local nonprofit organizations, but that can be done in the setting where the volunteers live. Social workers and activity directors at the facilities contact nonprofits to see what is needed, then help residents provide the requested services. The volunteers bake cookies that will be served at cancer survivors support group meetings and create greeting cards that will be donated to nonprofit to be used in fundraising. They also have held bake sales to benefit a local hospice. At one site, the volunteers have made more than 1,000 teddy bears that are given to children who are being treated in emergency rooms and chemo dolls for young cancer patients. The hair on the chemo dolls is held on with Velcro so that the owner can remove it as the patient's hair falls out during treatment. People who live in nursing homes and assisted living facilities want to stay involved in their communities, but often find that difficult to achieve. Senior Reach allows them to maintain contact with their communities while providing opportunities for socializing among the participants. Source: National Service News 205

zations. Sixteen percent of the volunteer stations were identified as faith-based in 2004.3

## **Evaluation Findings and Plan**

The 2004 Senior Companions Evaluation examined the impact of the Senior Companion Program on clients, families and caregivers served by the program. The study compared quality of life and quality of care outcomes for clients receiving services from 50 randomly selected Senior Companions projects to outcomes for a comparison group of seniors on the waiting list for Senior Companions.

The evaluation findings suggest Senior Companions provide significant benefits to the organizations they work with. SCP showed a decrease in depression and increased life satisfaction for clients and families served. Clients' self-reported life satisfaction, with respect to depression, showed an 18 percent improvement compared to the comparison group. Effects on family members and other caretakers of the elderly were limited. The ability to cope with the responsibility of caring for a frail senior family member appear to be greater for Senior Companion client family members than for comparison group family members, however, the difference becomes negligible in the long-term. In addition, organizations reported high levels of satisfaction with their Senior Companions, although technical competence among some of the Senior Companions was lacking in certain areas.

<sup>&</sup>lt;sup>1</sup> The total exceeds 100 percent because volunteers often worked in more than one service category area.

<sup>&</sup>lt;sup>2</sup> The question asked: "Please describe the extent to which Senior Companions provide the following benefits to your organization. (Check one choice for each statement) Senior Companions help improve the quality of services provided: (True to a great extent, True to a moderate extent, Not true, Not applicable, Don't know)." Responses: Great extent: 68 %; Moderate extent: 30 %

<sup>&</sup>lt;sup>3</sup> In order to analyze the role of faith-based organizations in senior volunteer programs, station supervisors were asked to identify whether or not their organization was faithbased.

	Actuals Goa						
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004		
Strategy 1.1: Leverage service to address t land security, and other human needs	he nation's e	ducation, pu	blic safety, e	environmenta	l, home-		
Percent of volunteer station supervisors who reported that Senior Companions helped them increase the quality of services they offer. Source: 2004 Survey of Volunteer Station Supervisors *	N/A	N/A	N/A	N/A	N/A		
Number of volunteers enrolled. Source: 1) Grants Tracking Database; 2) Project Profile and Volunteer Activity Survey; 3) eGrants *22	N/A	N/A	16,500	16,355	17,300		
Number of clients assisted categorized by special need of client. *	N/A	N/A	N/A	N/A	N/A		
Percent of family members/ caregivers/ clients who report that the service provided by Senior Companions is helpful. *	N/A	N/A	N/A	N/A	N/A		
Number of federally funded Senior Companion projects. Source: Grants Tracking Database **	178	188	191	191	N/A		
Number of federally funded Senior Companion service years budgeted. Source: Financial Status Reports from Grantee **	9,400	9,666	9,885	9,885	N/A		
Number of frail, homebound, usually elderly clients served annually by Senior Companions. Source: Project Profile and Volunteer Activity Survey **	61,300	61,000	61,000	57,700	N/A		
Percent of Senior Companion clients demon- strating decreases in social isolation. Source: 2004 Service Recipients Survey *	N/A	N/A	N/A	Info will be available in FY 2005 report	N/A		
Percent of caregivers of Senior Companion clients reporting that Senior Companions deliver a service not affordable if purchased at the market rate: a) from non-SCP volunteers; b) local SCP sponsoring organization staff; c) family members; d) organization or family would pay; e) would do without services; f)don't know; g) other <sup>23</sup>	N/A	N/A	N/A	a) 0% b) 5.8% c) 9.6% d) 1.9% e) 0% f) 50% g) 36.5 (mostly blank spaces)	N/A		
Percent of volunteer station supervisors who reported that Senior Companions helped them increase the quality of services they offer to a "great" or "moderate" extent. Source: 2004 Survey of Volunteer Station Supervisors *24	N/A	N/A	N/A	Great Extent: 68% Moderate extent: 30%	N/A on next page)		

(H)			I-		0
(cont'd)		AC	tuals		Goal
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004
Strategy 1.2: Improve program quality, read	ch, and susta	ainability			
	N. / A	N. / A	N. / A	l = C = !!!   b = -	N. (A
Percentage of grantees who met target levels for their 2004 end outcome performance measures, as listed in the grant application work plan. Source: eGrants Grants Management Database *25	N/A	N/A	N/A	Info will be available in FY 2005 report	N/A
Number of SCP Projects receiving grants from all sources. Source: 1) Grants Tracking Database; 2) eGrants *	218	N/A	227	224	223
Strategy 1.3: Diversify the National and Con	nmunity Ser	vice infrastru	cture		
No data available					
	a and ather	onnortunities	o for comiles	nartialnanta	
Strategy 2.2: Expand educational, economic	c, and other	opportunitie	es for service	participants	
Percent of Senior Companions who "agreed" or "strongly agreed" that involvement with the program led to decreased isolation: a) made me feel closer to my community; b) helped me make more friends or close acquaintances. Source: 2004 Survey of Senior Corps	N/A	N/A	N/A	a) Strongly Agree: 53%, Agree: 39% b) Strongly Agree: 72%, Agree: 26%	N/A
Volunteers *  Percent of Senior Companions who "agreed" or "strongly agreed" that their volunteer assignments were satisfying because they provided opportunities to make direct positive changes in the lives of the clients they served. Source: 2004 Survey of Senior Corps	N/A	N/A	N/A	Strongly Agree: 83%, Agree: 17%	N/A
Volunteers *					
Strategy 3.4: Increase service programs and organizations	d participant	s in faith-bas	ed and othe	r community-b	pased
Number of grantees that are faith-based organizations*	N/A	N/A	N/A	36	
Number of grantees that are community- based (secular, non-profit) organizations*	N/A	N/A	N/A	142	

<sup>\*</sup> The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information.

<sup>\*\*</sup> The Corporation presented this measure in the PAR FY 2003.

<sup>&</sup>lt;sup>1</sup> The 2003 number is from the national overview from PPVA 2003 self-reported by grantees in "eGrants."

<sup>&</sup>lt;sup>2</sup> The question asked, "If you did not receive these visits and services from [Name of Senior Companion], do you think you could find someone else to do these services without paying for them (Yes/ No/ Don't know)" Responses: No: 63 percent [for clients; 69 % for caregivers in similar question]

<sup>&</sup>lt;sup>3</sup> The question asked: "Please describe the extent to which Senior Companions provide the following benefits to your organization. (Check one choice for each statement) Senior Companions help improve the quality of services provided: (True to a great extent, True to a moderate extent, Not true, Not applicable, Don't know)." Responses: Great extent: 68 %; Moderate extent: 30%

<sup>&</sup>lt;sup>4</sup> Data to be available quarterly, about one quarter after receipt of PPR, starting in November 2005. Performance measures were first implemented for Senior Corps in July 2003; there was a perception of not enough time for grantees to reach end-outcomes.

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# Special Volunteer Programs

### About the Program

Special Volunteer Programs encourage and enable persons from all walks of life and all age groups to perform meaningful and constructive volunteer service in a variety of agencies, institutions, and situations. Special Volunteer Programs also provide technical and financial assistance to encourage voluntary organizations and volunteer efforts at the national, state, and local levels.

### Homeland Security Grants

Special Volunteers in homeland security engage in a variety of activities to help ensure communities and citizens are better prepared to prevent, respond to, or provide relief during emergencies, both natural and manmade.

Some of these activities include:

- Helping cities and states use volunteers to develop and carry out emergency response plans;
- Expanding Citizen Emergency Response Teams and Volunteers in Police Service;
- Training community members of all ages to understand and cope with acts of terrorism;
- Providing information to low-income communities about how to respond to bioterrorism;
- Developing public health strategies for responding to municipality-wide emergencies; and
- Creating Volunteer Organizations Active in Disasters (VOADs) in areas that lack them.

# **Program Performance**

Goal One - Meet human needs through diverse, high quality service programs

Strategy 1.1 – Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

# Homeland Security Grants (\$4,471,000 in FY 2004)

Between FY 2002 and 2004, 29 Special Volunteer Program homeland security grants were awarded (in 2004 12 new grants were

added to the 17 continuation grants) to national and local nonprofit agencies such as the Mercy Medical Airlift and the Salvation Army of Eastern Michigan [American Red Cross and the American Radio Relay League – new examples?, ask Peter, Angela], as well as cities, counties, and state commissions on national and community service. By the end of their second year of operation, the original 17 grantees had mobilized more than 25,000 community volunteers who received Red Cross disaster training, supported community preparedness meetings, and expanded the pool of trained volunteers available to serve in an emergency.

During FY 2004, the original grantees continued to emphasize recruitment of seniors, and approximately 50% of the volunteers serving during the second year of the grants were age 55 or older. Continuing this emphasis, a goal of 75% of seniors was established for the third and final year of these grants, while the grantees were expected to continue to recruit and place Special Volunteers to serve in an ongoing capacity and leverage other community volunteers.

Examples of Homeland Security volunteer accomplishments in FY 2004:

- 600 trained Southeast Pennsylvania volunteers participated in community walk-throughs, presentations, a mock disaster drill, and community homeland security fairs.
- 2,600 volunteers mobilized by the American Red Cross of Greater New York provided 18,585 hours of service to support events sponsored by local Citizen Corps Councils, volunteer agencies, and emergency management agencies, including emergency preparedness training, a smallpox exercise, an anthrax simulation, and ensuring that the needs of special needs populations are represented in disaster response planning.
- The American Radio Relay League recruited and trained 380 volunteer mentors nationwide to provide e-mail, on-air, and telephone support to over 2500 students enrolled in its on-line Emergency Communication Course. A total of 3,828 amateur radio volunteers have been certified in emergency communications and have provided 68,000 hours of emergency communication service, including a major role in the Florida hurricanes (see sidebar).

# Homeland Security grantees:

- Worked with more than 590 faith-based and community-based partners;
- Worked with more than 200 chapters of the American Red Cross;
- Worked with more than 255 FEMA or emergency management

#### Florida Hurricanes: Volunteer Support

In Florida, as four hurricanes--Charley, Frances, Ivan, and Jeanne--all made landfall in the state within six weeks last August and September, the disaster volunteer management systems put in place by SVP grantee, Volunteer Florida, and 11 partner Volunteer Centers and collaborating county emergency management agencies, responded to a hard test. The result was reported as the state's largest mobilization of volunteers for a natural disaster.

Some examples of this volunteer support include:

- Amateur radio clubs worked with Volunteer Centers in Citrus,
- Martin, Sarasota, and Seminole Counties provided a vital link among the local disaster network of emergency managers and volunteers, and
- CERT volunteers that were working closely with Volunteer Centers in Sarasota and Seminole Counties were recruited to work on hurricane relief in emergency management offices.

agencies; and

■ Helped to establish or support 518 Citizen Corps Councils.

Goal Three – Strengthen the infrastructure, capacity, and social capital of communities across America Strategy 3.2 – Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and communities

## Parent Drug Corps (\$4,167,000 in FY 2003)

At the end of FY 2003, \$4.167 million was awarded to National Families in Action for development of a national training system and network of volunteer parents engaged in a nationwide substance abuse prevention effort over a period of three years.

#### **Evaluations**

\$800,000 of FY 2003 Special Volunteer Program funding was used to develop and implement an evaluation of the Parent Drug Corps Program. The specific aims of this study are to describe the implementation of the Parent Drug Corps Program, and to use a random assignment evaluation design to evaluate its impact on prevention of and reduction in substance use among children aged 18 or younger.

The results of this evaluation will be available in the winter of 2007, and will assess:

- Changes in parent-child communication about substance abuse;
- Knowledge about substance abuse;
- Perceptions of the harm of substance abuse;
- Risk behaviors related to substance abuse; and
- Actual levels of substance abuse among children.

#### **SVP Key Performance Measures**

	Actual				Goal		
Performance Measure	FY 2001	FY 2002	FY 2003	FY 2004	FY 2004		
Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security and other human needs							
Total number of volun- teers enrolled through Special Volunteer Programs. Source: Grantee Quarterly Progress Reports	N/A	N/A	36,800	28,873			
Number of federally funded SVP homeland security grantees. Source: eGrants *	N/A	17	17	29			
Percent of grantees who met target levels for their end outcome performance measures, as listed in their grant application workplan. Source: eGrants **	N/A	N/A	N/A	77% (a)			
Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively							
Number of volunteers leveraged by Special Volunteers. Source: Grantee Quarterly Progress Reports **			5,523	11,783			

<sup>\*</sup> The Corporation presented this measure in the Performance and Accountability Report FY 2003.

 $<sup>^{\</sup>star\star}$  The Corporation has not previously presented this measure for reporting purposes. It is included here to supplement the FY 2004 performance information. (a)13 of 17 grantees reported in time for the report. 10 of 13 met their self selected end outcome targets.

## Partnership Grants

## About the Program

The Points of Light Foundation (POLF) and America's Promise, in collaboration with the Corporation, have helped to promote volunteering (POLF, more than a decade, and America's Promise, 5-6 years). The Corporation provides annual grants to these two national organizations to assist their support of local organizations in administering community service projects and programs. The Corporation budget for FY 2004 included a \$9.94 million grant to the POLF and a \$4.97 million grant for America's Promise. Support for the POLF was written into the Corporation's authorizing legislation, and funds have been requested by the Administration and approved by Congress since the Corporation began operations 10 years ago. Corporation support for America's Promise began in 2001; however, we supported AmeriCorps Promise Fellows several years before 2001.

## Points of Light Foundation

The Points of Light Foundation encourages every American and every American institution to help solve the Nation's most critical social problems through volunteering. Its objectives include:

- Identifying and disseminating information about successful and promising community service projects and initiatives with nonprofit organizations, corporations, families, and youth;
- Building the capacity of organizations to support volunteer service;
- Developing individuals as leaders to serve as strong examples of a commitment to serving others and to convince all Americans that a successful life includes serving others;
- Raising public awareness around the societal benefits of community volunteering; and
- Providing leadership through local delivery systems to mobilize volunteers.

The Corporation supports two-thirds of the administrative costs for POLF's national office, as well as the training and technical assistance services it provides to volunteer centers, business volunteer programs, and other organizations. This grant also constitutes 47 percent of POLF's total revenues. In addition to monetary resources, the Corporation provides service participants and community volunteers to America's Promise communities through AmeriCorps, Learn and Serve America, the National

Senior Service Corps, and other Corporation initiatives.

#### America's Promise

America's Promise is a national organization that mobilizes people, communities, and organizations from every sector of American life to build the character and competence of youth by meeting the following "Five Promises":

- Caring adults in their lives, as parents, mentors, tutors, and coaches;
- Safe places with structured activities during non-school hours;
- A healthy start and future;
- Marketable skills through effective education; and
- Opportunities to give back through community service.

America's Promise brokers partnerships and provides support, such as training, technical assistance and program development, but does not administer the "Communities of Promise" or other America's Promise programs. America's Promise advocates for children and youth and provides support to a network of "Communities of Promise," made up of community-based groups that are committed to delivering all Five Promises and that implement projects in support of young people at the community level.

#### **Program Performance**

America's Promise supports the Corporation's goal of meeting human needs, while POLF helps the Corporation strengthen communities across America. The programs' objectives under these goals, along with a description of FY 2004 performance, are presented below.

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security and other human needs

Funding provided through the America's Promise grant supports the goals of the "Five Promises" movement to meet the needs of more children by:

- Strengthening collaboration among the Alliance partners at the national and state level to mirror that of the local "Communities of Promise;"
- Coordinating a national visibility campaign to mobilize individ-

uals to help fulfill the "Five Promises" for children and youth by their own service and leadership in their communities;

- Developing and providing centralized access to information, research, tools, training and other resources available to support the widespread development of effective collaborations for children and youth; and
- Encouraging outcomes measurement and reporting to the nation on our collective progress.

Through America's Promise, the "Five Promises" are met in more children's lives. The more of these "Five Promises" a child has present in his or her life, America's Promise believes, the more positive the outcomes, such as performance in school and relationships with peers and family. Conversely, the fewer a child has, the more risky his or her life becomes.

One of the five-year goals for America's Promise is to help 100 "Communities of Promise" move to "fully-effective" status through an 18-month intensive support and assistance effort. America's Promise has provided three or more of the Five Promises to 33,000 children and youth through its demonstration communities. 1 These demonstration communities also help to identify "best practices", thus helping to increase overall service effectiveness. This process continues as America's Promise works toward the goal of 100 "fully-effective" "Communities of Promise" by FY 2007. America's Promise has also established States of Promise to create statewide infrastructures for developing and sustaining "Communities of Promise".

Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively POLF's 2001 Volunteer Center Survey suggests that across the volunteer center national network, the independent volunteer centers are increasing the number of volunteer opportunities and volunteer connections annually.

POLF is improving the performance of organizations and programs to engage volunteers aged 50 and up to help solve serious social problems. The goals of the initiative are to: 1) improve access for older adults to high impact volunteer opportunities; 2) create, disseminate, and replicate programs and effective practices for engaging older adults; and 3) systematically build a body of knowledge related to older adult volunteering. POLF and the Volunteer Center National Network have successfully worked with hundreds of thousands of adults aged 50 and up as volunteers.

The Points of Light Foundation (POLF) worked in partnership with over 360 community-based volunteer centers to connect volunteers with opportunities to serve their communities. POLF also has worked in collaboration with the Interfaith Community Ministry Network, comprising scores of faith-based community ministries and the Connect America National Partnership, comprising 123 partners representing all sectors. The Faith Initiative provided technical assistance and other resources to more than 300 congregations, faith organizations and other groups around the country.<sup>2</sup>

## **Evaluation Findings and Plan**

The Office of Planning, Research and Evaluation of POLF has developed and administered a range of research and evaluation initiatives designed to monitor and better manage performance of the Foundation and its constituents. Among the most notable are a concept mapping project supported by the MOTT Foundation that will allow the Volunteer Center National Network to develop a set of indicators so that they can report on the impact their work is having. Soon, POLF will begin reporting on its performance outcomes against a set of well-designed indicators.

For FY 2005, the Corporation requested \$100,000 for an Evaluation of Corporation National Partnerships that will focus on the Points of Light Foundation and America's Promise and their earmarked grants.

<sup>&</sup>lt;sup>1</sup> Mobilizing Communities to Deliver Promises, Final Report, March 2004, **Brandeis University** 

<sup>&</sup>lt;sup>2</sup> POLF administrative systems

## Innovation Demonstration and Assistance Activities

## About the Program

Subtitle H of the National and Community Service Act authorizes a wide range of activities that help to build the ethic of service among Americans of all ages and backgrounds. The majority of funds supported innovative and demonstration programs that serve this goal as well as training and technical assistance activities.

The goals of the Innovation, Demonstration, and Assistance activities are to:

- Support innovative and demonstration service programs that may not be eligible under other subtitles of the legislation;
- Support leadership development, training, and technical assistance activities to support grantees receiving assistance under the Act;
- Assist programs enrolling participants with disabilities and accommodating their participation;
- Support activities that help to build the ethic of service among Americans of all ages and backgrounds.

## **Program Performance**

GOAL 1: Meet human needs through diverse, high quality service programs

Strategy 1.1: Leverage Service to address the nation's education, public safety, environmental, homeland security, and other human needs

## Challenge Grants (\$2,379,000)

In FY 2003, the Corporation supported a new initiative by awarding grants totaling approximately \$5.9 million to eight local and national nonprofit organizations. The Challenge Grant program requires that each Federal dollar awarded be "matched" by \$2 in private funding. The purpose of these challenge grants is to assist nonprofit organizations in securing previously untapped sources of private funds to build sustainable service and volunteer programs. To date, seven of the eight grantees met and most exceeded the match requirement. The match commitments to the Corporation totals \$17,113,727.00 exceeding our expectations

for receiving nonfederal support for this new initiative by approximately \$5 million.

In FY 2004, the Corporation approved another \$2.6 million for six state, regional, and national nonprofit organizations to expand programs that engage volunteers in meeting community needs. The Corporation received a large response to our Notice of Funding Availability (NOFA) –with requests totaling almost \$18 million. The review process was rigorous, and the Corporation was able to fund six proposals totaling the available \$2.6 million. The six organizations are: City Cares of America, a national organization based in Atlanta, Ga., that recently changed its name to the Hands On Network; Jumpstart, a national organization based in Boston, Ma.; United Way of America (for a project in Michigan); Plus Time New Hampshire; The Potter's House of Dallas, Tx.; and Youth Friends of Kansas City, Mo. (for projects in Kansas, Missouri, and Michigan). The grants will support such activities as organizing and managing community volunteers; providing children with preschool training and after-school tutoring; working with ex-prisoners to facilitate their re-entry into society; and involving more minority women and girls in philanthropic and volunteer efforts.

Strategy 1.2 Improve Program Quality, Impact, Reach, and Sustainability

# Leadership Development and Training (\$2,000,000; plus \$17,000,000 in Program T&TA funds)

#### Training and Technical Support to Grantees

Following a needs assessment of Corporation-funded grantees, programs and partners, begun in FY 02, the Office of Leadership Development and Training developed a new strategic Training and Technical Assistance (T&TA) plan for the Corporation, emphasizing program accountability and sustainability. The needs assessment was updated in 2003-2004 and the following were identified as the most critical training needs in the field for FY 04. The figures accompanying the training needs show the Corporation's response for FY 04:

- Performance measurement (171 training workshops/3,781 participants);
- Education success/tutoring (36 training workshops/578 participants);
- Working with faith/community based organizations (19 training workshops/1,088 participants);
- Sustainability and volunteer recruitment (22 training workshops/1,618 participants);

- Financial management (42 training workshops/2,571 participants).
- Training and Technical Assistance for State Commissions (59) training workshops/1,215 participants)

A total of 751 training workshops were held, attended by 18,146 national service participants. These trainings were supplemented by more than 21,126 follow-up emails and telephone calls providing additional technical support

In addition, as a further critical component of this strategic plan, the Corporation focused on making training and technical assistance more cost-effective and available to programs by improving the quality and accessibility of its online resources. This initiative will continue into FY 05 and has thus far included the following steps in FY 04:

- A research project to identify and define the characteristics of successful volunteer and community service programs. The new "characteristics" system provides a vehicle for organizing T&TA resources in a manner most useful for meeting programs' needs;
- The design and launch of a new web portal, creating a single point of access to T&TA resources offered by the Corporation to its grantees and other volunteer agencies responding to the President's call to service;
- The acquisition of a new web-based learning management system to support increased e-learning capabilities, online courses, and the organization of online resources to make them more easily accessible and usable; and
- The design of a web-based program assessment tool, to help programs assess their capabilities and obtain, through the new web portal, the T&TA resources needed.

#### **National Events**

In partnership with the Points of Light Foundation, the Corporation planned and conducted its annual National Conference on Community Volunteering and National Service in Kansas City, with an attendance of over 2,000 participants, which was preceded by a national training for state commission and national parent organization program staff.

In addition, the Corporation continued the national symposium series focused on four areas: the President's mentoring initiative (helping children of inmates); financial asset generation; strengthening families; and empowering faith-based and small grassroots organization and held five national institutes on financial management, sustainability, disability and inclusion, education, and faith and community based initiatives.

## Service-Learning Clearinghouse and Exchange (\$725,000)

The National Service-Learning Clearinghouse provides training and technical assistance to Learn and Serve America grantees, the public, and other Corporation programs through its website (www.servicelearning.org), lending library, listservs, toll-free telephone line, attendance at conferences across the country, and creation of new resources for service-learning. The Clearinghouse disseminated 13 new publications and 2 new Service-Learning Starter Kits this year. In addition, the Clearinghouse provides 8 different listservs to a variety of constituents that reach over 1,200 people regularly. These lists generated over 1,000 messages in the last 6 months and have developed steadily over time. The website generated nearly 900,000 page views in the last 6 months, up from over 500,000 during the same period in the previous year. Nearly 360 reference calls received support. The Clearinghouse shipped over 20,100 training resource items and publicity materials to users. These users have recently attested to the usefulness of this resource: 86.8% percent of organizations in 2004 reported they were "very satisfied" or "somewhat satisfied" with the content of the National Service Learning Clearinghouse website.1

Strategy 1.3 Diversify the National and Community Service Infrastructure

## Next Generation Grants (\$1,000,000)

In FY 2004, the Corporation awarded \$4.9 million in grant awards to 16 organizations that are implementing new service strategies with the potential to become national in scope. The agency's "Next Generation" grants foster the expansion of national services by providing seed money to help organizations plan and implement new service programs. More than 1,150 organizations applied for the two-year program, a record number of applications for any Corporation grant competition. The applicants requested a total of approximately \$280 million in funds. This large pool represented significant geographic and organizational diversity.

The selected proposals reflect a variety of innovative ideas that have the potential to be replicated across the country and will allow the Corporation's investment to dramatically increase community involvement in service among previously underrepresented areas and groups. The projects address a variety of community problems, including disadvantaged youth, prisoner re-entry, homelessness, capacity building, youth service to inner city and rural areas, education reform, civic engagement, and literacy. Each project focuses on at least one of three services areas: programs that engage individuals in an intensive commitment to

service in communities (approximately 40 hours per week); volunteer programs for those 55 years of age and older; and programs that connect service with education. The grantees represent a strong mix between urban and rural programs, and many are faith-based and community organizations.

GOAL 2: Improve the lives of national service participants Strategy 2.1 Increase the Diversity of Participants within and among Service Programs

#### Disability Grants (\$4,555,000)

In FY 2004, the Corporation awarded disability grants to state service commissions totaling approximately \$2.5 million. State Service Commissions developed disability placement plans with two goals: (1) to increase the number of people with disabilities who serve in AmeriCorps programs; and (2) to provide reasonable accommodations when necessary to assist members in performing community service. These plans delineate the outreach activities and recruitment strategies designed to interest people with disabilities in serving.

GOAL 3: Strengthen the infrastructure, capacity, and social capital of communities across America Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively

#### MLK Grants (\$500,000)

On January 19, 2004, thousands of Americans observed the holiday honoring the birth of Dr. Martin Luther King, Jr. by serving their communities. To encourage Americans to memorialize the life and teachings of Dr. King through service to others, the Corporation for National and Community Service awards grants to local organizations to involve individuals and groups in results oriented community service. To promote service on January 19, 2004, the Corporation awarded approximately \$497,000 in grants to 96 local nonprofit organizations and public agencies. Grants awarded in 38 states and the District of Columbia helped mobilize volunteers to build homes with Habitat for Humanity, paint schools, plant trees and clean parks, visit seniors in nursing homes and take their oral histories, collect items for homeless shelters, and install smoke detectors.

<sup>&</sup>lt;sup>1</sup> Source: Learn & Serve LASSIE survey, Corporation

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#### The National Service Trust

## **About the Program**

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 (42 USC 12601, et seq.) to provide funds for education awards for eligible participants who complete AmeriCorps service. Congressionallymandated reporting for the Trust, including the Trust's unaudited financial statements and a discussion of factors affecting the Trust, is included in Appendix D.

Funding for the Trust comes from appropriations, interest earned, and proceeds from the sale or redemption of Trust investments. The Trust is also authorized to receive gifts or bequests; however, to date, no donations have been received by the Trust. Under the Act, funds are available to:

- Repay qualified student loans;
- Pay educational expenses at a qualified institution of higher education:
- Pay expenses incurred participating in an approved school-towork program; and
- Repay eligible interest expense on student loans.

The value of an education award depends on the term of service performed by an AmeriCorps member. Completion of a full-time term of service, currently requiring a minimum of 1,700 hours of service, entitles an AmeriCorps member to an education award of \$4,725. Completion of a part-time term, requiring a minimum of 900 hours of service, entitles an AmeriCorps member to an education award of \$2,362.50. Reduced part-time terms, which provide awards of \$1,000 to \$1,800, are also offered. Education awards earned by AmeriCorps members are available to be used for seven years from the completion of the service. Payments from the Trust are made directly to the educational institutions and the loan holders as directed by the members and certified by the institutions. Trust funds are not used to pay member stipends or other grant costs.

Recent appropriations also have made specified amounts from the Trust available for scholarships for high school students. The \$1,000 college scholarships, known as Presidential Freedom Scholarships, are awarded to students who provide outstanding service. To fund each scholarship, a local community or corporate source must match the \$500 portion of the scholarship provided by the Corporation.

The Trust enables the Corporation to improve the educational opportunities of AmeriCorps members by providing financial assistance to attend school or pay student loans. To continue to pay these awards, the Corporation must maintain fiscally sound management of the Trust.

#### **Program Performance**

Goal 2: Improve the lives of national service participants. Strategy 2.2: Expand educational and economic opportunities for members

#### **Education Awards**

During FY 2004, the Corporation awarded nearly 70,000 member slots. We expect to reach our 75,000 goal for program year 2004 with the upcoming Professional Corps Competition. As of the end of the year, about 20,000 members had been enrolled. The remaining member slots are expected to be filled by grantees during FY 2005. Since 1994—the inception of the Corporation, AmeriCorps members have earned education awards worth over \$970 million and have used about \$581 million thus far to support their educations. Additional information on the earning and use of education awards is contained in Appendix D.

## Trust Management—Strengthen AmeriCorps Act

On July 3, 2003, the President signed into law the Strengthen AmeriCorps Program Act. This legislation established a clear set of budgeting guidelines for the National Service Trust. Specifically, the Act:

- Directs the Corporation to record in the National Service Trust at the time of approval an amount for education awards that considers the value of the award, as well as the enrollment rate, earnings rate, usage rate, and net present value (the time value of funds) in calculating the obligation amount;
- Establishes a reserve fund that will protect the Corporation in the event that the estimates used to calculate the obligation are incorrect; and
- Reinforces sound practices in obligating education awards in the Trust and protects AmeriCorps members by providing additional oversight, including annual CEO certifications of compliance with these new requirements and annual audits of recorded estimates and Trust accounts.
- Based on the Act, the Corporation has established a reserve and is using more conservative enrollment, earning, and usage rate assumptions to calculate Trust liability and budgetary needs.

#### Trust Management—Trust Controls

The Corporation has implemented a set of controls to ensure the availability of Trust resources for AmeriCorps grant approvals. They include:

- Estimating total FTE and member slots available for the grant cycle and allocating them to programs;
- Requiring the CFO to certify the program and Trust costs of each proposed grant approval;
- Recording Trust obligations concurrent with the grant award process;
- Automating safeguards in the Web-Based Reporting System to prevent grantees from enrolling more members than they were allotted; and
- Continuously tracking Trust enrollments to allow for timely mid-course corrections if necessary.

## Trust Management—External Reviews

The Corporation's current Trust management policies and procedures have been reviewed favorably by both the Office of Inspector General (OIG) and the General Accountability Office (GAO). Furthermore, an independent auditor, Cotton & Company LLP, issued a clean opinion on the FY 2003 schedule of Trust budgetary resources and obligations. In a letter dated January 16, 2004 (OIG Report Number 04-10), the Corporation's Inspector General, J. Russell George, certified to the CEO, David Eisner that the Corporation had complied with and fully implemented four of the five recommendations in the OIG's July 24, 2003 report on the management of the National Service Trust (OIG Report Number 03-007). These recommendations included allowing only qualified personnel to make Trust liability projections, using position descriptions to establish responsibility and accountability for all key Trust positions, establishing automated safeguards in WBRS and eSPAN to prevent over-enrollment, and publishing formal guidance regarding use of the Service Award Liability model. On the fifth recommendation, to integrate WBRS and eSPAN, Mr. George wrote that "the Corporation's efforts to implement a multiyear plan to upgrade eGrants have demonstrated its intention to comply with this recommendation."

In its January 2004 report on Trust management, the GAO found that "[t]he Corporation has made changes that minimize the likelihood of a need to suspend enrollments in the future." In fact, GAO expresses concern about the potential for large Trust surpluses and recommends that the Corporation review restrictions on the refilling of vacated slots and the conversion of slots form full-time to part-time, which can reduce enrollments. GAO also

recommends actions to address discrepancies between information in the Trust database and participant documentation and improve over time estimates of Trust liability and budgetary needs. The Corporation is implementing these recommendations.

#### National Service Trust Performance Indicators

Performance Indicator	FY 2001	FY 2002	FY 2003	FY 2004 Goal	FY 2004 Performance
Education award earning rate <sup>1</sup>	75%	78.8%	82.5%	N/A	88.3%
Education award cumulative usage rate <sup>2</sup>	54.2%	43.9%	15.7%	N/A	8.5%
Difference between Trust assets and liabilities	N/A	N/A	N/A	N/A	\$103.5 million

## **Evaluation Findings and Plan**

The Trust account and the procedures used to record Trust obligations are audited annually by the Corporation's Office of Inspector General.

The Corporation also has initiated a study of how external economic, demographic, and other factors affect enrollment, earning and usage rates. This study will help the Corporation to both identify opportunities to increase earning and usage rates and to ensure fiscally sound Trust management.

<sup>&</sup>lt;sup>1</sup> These rates omit members who are enrolled and still earning their awards, as well and slots that have yet to be filled as well as slots that have yet to be filled. This results in the earning rate in the early part of the program year being based primarily on those members enrolled or a reduced, part-time busy who tend to earn at a higher rate. As the program year is completed, the earning rate will stabilize at a somewhate lower level, reflecting members who do not complete longer service terms.

<sup>&</sup>lt;sup>2</sup> The usage rate represents the percent of awards earned (in dollars) in each year that have been used as of September 30, 2004. Or, in other words, the dollar amount of education awards used divided by the total amount earned for the Program Year as of September 30, 2004. Until the seven-year eligibility period has expired, the usage rate for each program year will continue to increase over time. For example, the usage rate for 1997—a year for which eligibility has now expired—76 percent.

## Donations, Contributions, and **In-Kind Support**

#### **About the Program**

The Corporation is authorized to accept donations to support the expansion and improvement of national service (42 U.S.C. 12651g (a) (2) (A)). By statute, the Corporation may "solicit, accept, hold, administer, use, and dispose of, in furtherance of the purpose of the national service laws, donations of any money or property, real, personal, or mixed, tangible or intangible, received by gift, devise, bequest or otherwise." The Corporation's authorizing legislation requires that the Corporation report to the Congress on the nature and amount of donations, as well as on how they were used and disposed of (in the case of donated property) in support of its programs and activities. This detailed report is included as Appendix C.

Over the past four years, the Corporation has received over \$2.2 million, primarily from large corporations for specific, restricted purposes such as the USA Freedom Corps website, expenses associated with the Martin Luther King, Jr. Day of Service, and the White House Forum on History, Civics, and Service. During FY 2004, the Corporation received \$540,000 in cash donations.

The Corporation's NCCC projects and similar Corporation objectives also receive significant in-kind support, such as public service announcement airtime, NCCC teams' "spike" lodging, and meals. Such in-kind support is not yet consistently reported across the Corporation. In-kind support from NCCC project sponsors in FY 2004 is estimated to be valued at approximately \$1.3 million. In FY 2004, voluntary public service announcement airtime support is estimated to be valued at \$4.2 million

In FY 2004, the Corporation developed a new strategic fundraising approach that will solicit funding to support a broader range of activities, including training and technical assistance, research, and recruitment. This program will be implemented in FY 2005 and evaluated in FY 2006. Additionally, the new strategy will attempt to link potential donors with local programs to help with their cost-sharing requirements, likely producing more donations directly to these programs.

Donations, contributions and in-kind support can help accomplish any of the Corporation's goals and strategies, depending on the nature of the contribution. However, historically, support has tended to enable NCCC teams to help meet human needs and to increase volunteerism throughout the country.

## **Program Performance**

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs.

After the recent hurricanes, the Home Depot Foundation donated a major gift to the Corporation, in the amount of \$500,000, to be used to support long-term rebuilding activities in eight states and Puerto Rico (all which were declared disaster areas by the Federal Emergency Management Agency). The funds are being distributed by the Corporation either directly to state commissions, or to eligible recipients that have been selected by the commissions to receive the funds.

The Polo Ralph Lauren Foundation made a series of gifts totaling \$31,310 to support anniversary events and NCCC in general. Using this funding, more than 700 AmeriCorps\*NCCC alumni from across the country reunited this summer to commemorate AmeriCorps\*NCCC's ten-year anniversary by doing what brought them together in the first place— community service. Each of NCCC's five campuses hosted a full weekend of events to recognize 10,000 alumni and the 15.3 million service hours they have contributed through 4,500 projects nationwide during the past ten years.

The NCCC's efforts to encourage project sponsors to assist the NCCC team by providing in-kind support, such as lodging and meals, have been quite successful. Such support can often be provided at minimal additional cost to the sponsor, since existing facilities, such as church basements, may be available. The Corporation will begin to systematically track these in-kind contributions during FY 2005; therefore, current performance is estimated based on highly conservative assumptions.

Goal 1 Key Performance Measures for Donations, Contributions, and In-Kind Support

Performance Indicator	FY 2001	FY 2002	FY 2003	FY 2004 Goal	FY 2004 Performance
Estimated value of in-kind contribu- tions to support NCCC spike and other efforts	N/A	N/A	N/A	N/A	\$1.3 million
Cash donations	\$301,000	\$747,000	\$658,000	N/A	\$540,000

## Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively

The Corporation's Office of Public Affairs, as well as its other programs, have received support for publicizing volunteering. In addition, the Corporation has received significant support to fund USA Freedom Corps' website and various studies and summits regarding volunteerism.

Goal 3 Key Performance Measures for Donations, Contributions, and In-Kind Support

Performance Indicator	FY 2001	FY 2002	FY 2003	FY 2004 Goal	FY 2004 Performance
Estimated value of in-kind contribu- tions to support publicity and other efforts to promote volunteerism	N/A	N/A	N/A	N/A	\$4.2 million

## **Evaluation Findings and Plan**

In FY 2005, the Corporation will begin to more systematically track in-kind contributions of all sorts and for all programs. In FY 2006, the Corporation will evaluate its new donations program.

<sup>&</sup>lt;sup>1</sup> This NCCC estimate is based on conservative estimates of the cost for camping or housing in low-cost facilities such as state parks (\$8 per night), and meals prepared in low-cost cafeterias (\$2 per meal) or low-cost restaurants (\$5 per meal), resulting in an average sponsor contribution per "spike" (i.e. travel) project of about \$3,300, based on data collected by the Southeast Region campus. This average is multiplied by the 410 such projects completed in FY 2004 to derive the \$1.3 million estimated in-kind contribution value for NCCC. This estimate may be revised to reflect the final number of projects.

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